

# CORNELL UNIVERSITY ANNOUNCEMENTS

SEPTEMBER 3, 1963

## INDUSTRIAL AND LABOR RELATIONS 1964—1965

NEW YORK STATE SCHOOL OF INDUSTRIAL  
AND LABOR RELATIONS  
A CONTRACT COLLEGE OF THE STATE UNIVERSITY  
CORNELL UNIVERSITY, ITHACA, NEW YORK

# ACADEMIC CALENDAR (Tentative)

## 1963-1964

## 1964-1965

Sept. 21	...S	Freshman Orientation	Sept. 19	...S
Sept. 23	...M	Registration, new students	Sept. 21	...M
Sept. 24	...T	Registration, old students	Sept. 22	...T
Sept. 25	...W	Instruction begins, 1 p.m.	Sept. 23	...W
Nov. 13	...W	Midterm grades due	Nov. 11	...W
		Thanksgiving recess:		
Nov. 27	...W	Instruction suspended, 12:50 p.m.	Nov. 25	...W
Dec. 2	...M	Instruction resumed, 8 a.m.	Nov. 30	...M
		Christmas Recess:		
Dec. 21	...S	Instruction suspended, 12:50 p. m.	Dec. 19	...S
Jan. 6	...M	Instruction resumed, 8 a.m.	Jan. 4	...M
Jan. 25	...S	First-term instruction ends	Jan. 23	...S
Jan. 27	...M	Second-term registration, old students	Jan. 25	...M
Jan. 28	...T	Examinations begin	Jan. 26	...T
Feb. 5	...W	Examinations end	Feb. 3	...W
Feb. 6	...Th	Midyear recess	Feb. 4	...Th
Feb. 7	...F	Midyear recess	Feb. 5	...F
Feb. 8	...S	Registration, new students	Feb. 6	...S
Feb. 10	...M	Second-term instruction begins	Feb. 8	...M
Mar. 27	...F	Midterm grades due	Mar. 26	...F
		Spring recess:		
Mar. 28	...S	Instruction suspended, 12:50 p.m.	Mar. 27	...S
Apr. 6	...M	Instruction resumed, 8 a.m.	Apr. 5	...M
May 30	...S	Second-term instruction ends	May 29	...S
June 1	...M	Examinations begin	May 31	...M
June 9	...T	Examinations end	June 8	...T
June 15	...M	Commencement Day	June 14	...M

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**NEW YORK STATE SCHOOL  
OF INDUSTRIAL AND  
LABOR RELATIONS  
AT CORNELL UNIVERSITY**

**1964-1965**

**New York State School of Industrial and Labor Relations  
A Contract College of the State University  
Cornell University, Ithaca, New York**



# CONTENTS

ACADEMIC CALENDAR .....	<i>Inside front cover</i>
TRUSTEES AND ADVISORY COUNCIL.....	<i>iv, 1</i>
FACULTY AND STAFF.....	2
HISTORY AND PURPOSE OF THE SCHOOL.....	4
THE UNDERGRADUATE PROGRAM.....	6
Character and Purpose of Undergraduate Study.....	6
Admission of Undergraduates.....	7
Professional Opportunities .....	9
Military Training at Cornell.....	10
Expenses for Undergraduate Students.....	11
Tuition and Fees.....	11
Living Costs .....	12
Financial Aid for Undergraduate Students.....	12
Undergraduate Housing .....	15
Undergraduate Degree Requirements.....	16
Work Experience Requirement.....	16
Physical Education .....	16
Undergraduate Curriculum .....	16
Undergraduate Courses .....	19
Campus Map and Key.....	27-29
THE GRADUATE PROGRAM.....	31
Organization of Graduate Work.....	31
Admission of Graduate Students.....	32
Special Information for Graduate Students.....	33
Graduate Housing .....	33
Expenses for Graduate Students.....	33
Tuition and Fees.....	33
Living Costs .....	34
Financial Aid for Graduate Students.....	34
Graduate Degree Requirements.....	35
Residence .....	35
Academic Programs .....	36
Approved Major and Minor Subjects.....	37
Graduate Courses and Seminars.....	40
LIBRARY .....	49
UNIVERSITY SUMMER SCHOOL.....	50
RESEARCH AND PUBLICATIONS.....	50
INTERNATIONAL ACTIVITIES .....	51
EXTENSION .....	52
On-Campus Special Programs.....	53
INDEX OF COURSES.....	55
GENERAL INDEX .....	58

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# HISTORY AND PURPOSE OF THE SCHOOL

THE NEW YORK STATE School of Industrial and Labor Relations at Cornell University was authorized in 1944 by act of the New York State Legislature as the first institution in the country to offer a comprehensive program of professional training at the undergraduate and graduate levels in the field of industrial and labor relations. In addition to resident instruction, research and extension work were also provided as integral parts of the program to fulfill the broad purpose for which the School was created.

The law under which the School functions states its objectives and purposes in the following terms:

It is necessary that understanding of industrial and labor relations be advanced; that more effective cooperation among employers and employees and more general recognition of their mutual rights, obligations, and duties under the laws pertaining to industrial and labor relations in New York State be achieved; that means for encouraging the growth of mutual respect and greater responsibility on the part of both employers and employees be developed; and that industrial efficiency through the analysis of problems relating to employment be improved.

. . . it is hereby declared to be the policy of the state to provide facilities for instruction and research in the field of industrial and labor relations through the maintenance of a school of industrial and labor relations.

The object of such school shall be to improve industrial and labor conditions in the state through the provision of instruction, the conduct of research, and the dissemination of information in all aspects of industrial, labor, and public relations, affecting employers and employees.

The School came into existence as a part of Cornell University on November 5, 1945, with the admission of its first group of resident students. Subsequently, the research and extension programs were initiated, and the School moved forward to meet the responsibilities stipulated in its legislative mandate.

With the creation of the State University of New York in 1948, the School of Industrial and Labor Relations, as one of the four state-supported units at Cornell University, became an integral part of the State University of New York. "Created to provide a comprehensive and adequate program of higher education," the State University now includes more than thirty educational institutions. The School of Industrial and Labor Relations, functioning in this broad context, offers training and research facilities in this important field to serve the needs of the state.

The School operates through three major functional divisions: (1) undergraduate and graduate resident instruction, (2) extension, and (3) research and

publications. In each of the divisions programs are carried on to serve impartially the needs of labor and management in the field of industrial and labor relations. Professional training is provided at the undergraduate and graduate levels for young men and women who look forward to careers in labor unions, in business, or in government agencies. Through the Extension Division instruction is offered throughout the state on a noncredit basis to men and women already engaged in labor relations activities, as well as to the general public. Closely related to the work in resident instruction and extension, the research and publications division is concerned with the development of materials for resident and extension teaching and the conduct of studies in the field of industrial and labor relations. This Division is also responsible for the dissemination of such research data through its publication program.

# **THE UNDERGRADUATE PROGRAM**

## **CHARACTER AND PURPOSE OF UNDERGRADUATE STUDY**

THE UNDERGRADUATE program of the School seeks to provide a professional education in industrial and labor relations in which study of technical subject matter is merged with education in supporting fields of knowledge. The essential characteristics of the four-year curriculum are a common exposure to a basic core of instruction in the introductory work in the field and in supporting disciplines, the completion of selected courses in advanced subjects of industrial and labor relations, and the complementation of this training with elective courses offered by the various departments of the School and the University. Specifically, the undergraduate resident teaching program seeks to develop within the student the following values:

### **IN GENERAL EDUCATION**

An understanding of the origin and manner of development of the basic institutions of Western civilization, including American ideals and institutions and the ability to appraise them in the light of other cultures.

An understanding of the contribution of the natural, physical, and social sciences to the development of society.

An understanding of the nature of man and the characteristics of human behavior in present-day society.

An appreciation of literature and the arts for the enjoyment and enlightenment they provide.

An ability to live and work cooperatively with other people.

### **IN PROFESSIONAL EDUCATION**

An understanding of the factors and forces, the organizations, and the customary behavior patterns in industrial and labor relations.

An understanding of the values in industrial and labor relations which are necessary for the progress of society.

The ability to exercise the professional skills required for advantageous entry and progressive development in industrial and labor relations.

Members of the School faculty reflect a wide range of scholarly interest and background in labor relations. The School utilizes instruction offered in the College of Arts and Sciences and in other divisions of the University in accomplishing its curriculum of prescribed and elective work. Practitioners are regularly invited to the School to participate in instruction as guest lecturers or discussion leaders. These visitors, affiliated with the government, unions, or industry, provide students with continuing insights into the nature of current problems in the field.

The School maintains a counseling staff which offers both educational and personal guidance. In addition, every student is assigned a faculty adviser who

provides counsel in the selection of courses and sequences, both elective and required, that will satisfy individual educational goals.

## ADMISSION OF UNDERGRADUATES

In addition to academic preparation, applicants for admission to the School of Industrial and Labor Relations are expected to present the following personal qualifications: the ability to work with others, the capacity to assume leadership in promoting cooperative relationships, and a high level of academic motivation and intellectual maturity. Work experience, full or part-time, will also be given consideration in the selection process.

Completion of sixteen secondary school entrance units is required to satisfy minimum academic preparation requirements. The sixteen units should include at least four units of English. The remaining twelve units may include an array of subjects chosen from the following college-preparatory high school disciplines: foreign language (ancient or modern), mathematics, science, or social studies (including history).

## VISITS TO THE SCHOOL

Members of the Selection Committee are available to discuss with prospective applicants the School's admission requirements and application procedures, and the appropriateness of the curriculum for satisfying individual educational and professional interests. Although appointments are not required, prospective applicants are urged to write to the Chairman of the Selection Committee, Room 101, Ives Hall, in advance of their visit. Office hours for informational visits are Monday through Friday, 9 a.m.—4 p.m., and Saturday, 9 a.m.—12 noon September through May. During June, July, and August, the office is closed on Saturdays.

*Informational visits with prospective applicants do not take the place of regularly scheduled selection interviews, which are held in February and March of each year.*

## APPLICATION PROCEDURES

The School follows the admissions procedure of Cornell University as described in the *Announcement of General Information*, which may be obtained by writing to the Announcements Office, Day Hall. Official application blanks can be obtained from the University Office of Admissions, Day Hall. Application materials are usually not available until August of the year preceding the year of desired admission. In addition, every applicant is required to submit with his application a 500-word statement (preferably typewritten) indicating the nature and basis of his interest in the field of industrial and labor relations. Freshmen are admitted to matriculate in the fall term only. Candidates should submit applications before January 1 and no later than February 15. Transfer applicants are considered for admission in both fall and spring terms.

Personal interviews are an important part of the applicant's total evaluation by the School's Selection Committee. These interviews with members of the Committee are normally held in Albany, Buffalo, Ithaca, and New York City during March. *Applicants are notified in advance, usually during the first week in March, concerning their appointment on the interview schedule.* Students

## 8 INDUSTRIAL AND LABOR RELATIONS

from outside the State of New York should, if at all possible, arrange for a visit to the School early in the admissions period to complete this interview. In some cases, and only on the applicant's request, when distance may make travel to Ithaca unfeasible, applications can be considered without interview.

The Scholastic Aptitude Test of the College Entrance Examination Board is required of all applicants. Achievement Tests in English and in mathematics are recommended but not required. Applicants are urged to take the December Scholastic Aptitude Test and may obtain a descriptive bulletin listing the places and times it is given by writing to the College Entrance Examination Board, Box 592, Princeton, New Jersey.

*All freshman applicants are notified in mid-April of acceptance or rejection.*

### EARLY DECISION PLAN

The School of Industrial and Labor Relations cooperates with the University in making available an Early Decision Plan for exceptionally well qualified male applicants whose college preference is Cornell. A small number of each entering freshman class is selected in this way, and only those high school senior men who have superior secondary school records for the first three years, junior-year College Board scores, and school recommendations are eligible for consideration.

In addition to presenting the regular application for admission, the 500-word essay, and the personal interview, Early Decision applicants must complete an Early Decision Request form, which is available upon request from the University Office of Admissions, Day Hall, Ithaca, New York. No applicant should apply for early decision until he has secured the recommendation of his high school counselor. Application must be filed by November 1.

Early Decision candidates are scheduled for the required interview in Ithaca during early November. Details about the interview appointment are furnished after all application materials have been submitted. All candidates are notified early in December of action taken on their applications. Those not selected for early acceptance may be given further consideration for admission during the regular review process in March and April.

### ADVANCED PLACEMENT AND CREDIT

Prospective entering freshmen who have taken college-level courses in secondary school have the opportunity to qualify for advanced placement (and often for advanced standing credit) in these areas of study: biological sciences, chemistry, English, history, Latin, literature, mathematics, modern foreign languages, music, and physics.

In general, those who wish to be considered for advanced placement or credit should plan to take the appropriate advanced placement examination(s) of the College Entrance Examination Board in May. Some of the departments listed above offer their own examinations at entrance, however, as an alternative or supplementary method of seeking advanced placement or credit. Details about this program are contained in a leaflet entitled "Advanced Placement of Freshmen," available on request from the University Office of Admissions, Day Hall.

## TRANSFER APPLICANTS

Students who have taken college courses after graduation from high school should apply for admission as *transfer candidates*. Transfer candidates must submit all official transcripts from the institutions previously attended. A secondary school record, the 500-word essay, the personal interview, and results of the Scholastic Aptitude Test of the College Entrance Examination Board are also required of all transfer applicants.

Transfer candidates for the fall term should submit applications before January 1 and no later than April 15. Admission in the spring term is limited to transfer applicants who should submit applications no later than December 1.

Students entering by transfer may expect to receive credit toward degree requirements for completed courses of appropriate content and satisfactory quality, although transfer usually results in some loss of credit. Transfer students are required to complete a minimum of four terms of residence in the School. Questions concerning the granting of transfer credit should be directed to the School's Office of Resident Instruction, Ives Hall.

## SPECIAL STUDENTS

Special Student status may be arranged for qualified persons who desire to undertake a program of study designed to satisfy special professional interests. Although Special Students are not candidates for a degree, they must demonstrate competence to undertake college-level work in the field and may be required to complete testing programs designated by the Selection Committee. The usual term of residence for a Special Student is one year.

## PROFESSIONAL OPPORTUNITIES

Graduates of the School of Industrial and Labor Relations go directly into positions involving industrial relations activities, but a number enter work in related areas or undertake further professional study. The largest number of industrial relations opportunities is in commerce and industry, while a significant number of openings exist in government agencies and the professions. Opportunities for college graduates in organized labor are more limited; however, usually positions are available for all graduates who desire to work with organized labor.

Students interested in careers in business and industry have a variety of opportunities available to them. They may be employed in entry jobs as personnel assistants, industrial relations trainees, or production trainees, and exposed to training programs of varying length; or, when previous preparation permits, they may be hired specifically to handle one or more personnel or industrial relations functions, such as employment, training, wage and salary administration, employee services and benefits, safety, labor relations, public relations, or research.

Graduates who choose to work for the state and federal governmental agencies may be employed in such positions as administrative assistants, personnel technicians, economists, technical aides, or research associates. These positions, for the most part, are filled through competitive civil service examinations designed for college seniors interested in entering government service. Some graduates

## 10 INDUSTRIAL AND LABOR RELATIONS

also may be qualified for noncivil service assignments with government-operated agencies such as the TVA and the Atomic Energy Commission.

Graduates interested in work in organized labor may anticipate employment in two principal areas of trade union activity. The first of these comprises work in the line structure of the union and usually entails a substantial period of service in a local union prior to the assumption of positions of responsibility. The other area comprises the technical staff functions such as research, public relations, and educational work, into which those qualified may move directly.

In addition to opportunities in business firms, trade unions, or governmental work, the graduate can find effective use for his training in public service agencies such as hospitals, in research organizations, in trade association and Chamber of Commerce work, or in other allied areas.

Career opportunities are also available for those interested in teaching on both the secondary and the college level. For this group, preparation will entail the completion of prescribed programs for meeting state certification or the completion of advanced study beyond the Bachelor's degree necessary for teaching on the college level. Similarly, those preparing for law or for advanced study in specialized fields undertake such work following the completion of the requirements for the Bachelor's degree.

The School, through its Office of Resident Instruction, offers placement assistance to graduating students and alumni seeking permanent employment. Although assistance in obtaining summer jobs is also offered to undergraduates in residence, placement is the student's responsibility. A number of federal and state government agencies, unions, publishers, and manufacturing corporations offer summer internships at rates of pay ranging from \$50 to \$100 a week for from eight to ten weeks. In some cases these internships may lead to offers of permanent employment. Often these positions will be offered in locations other than the student's home city and may require traveling in connection with employment on an expenses-paid basis.

## MILITARY TRAINING AT CORNELL

As a land grant institution chartered under the Morrill Act of 1862, Cornell has offered instruction in military science for more than ninety years. This instruction is provided through the ROTC programs of the three military departments, the Army, the Navy, and the Air Force.

These programs offer a male student the opportunity to earn a commission while he is completing his education, thus enabling him to fulfill his military commitment as an officer rather than through the draft. To obtain a commission in one of the armed services, a student must complete a four-year course of study in an ROTC program and meet certain physical and mental requirements. Upon graduation, he then receives a commission and serves a required tour of active military service.

Participation in ROTC is voluntary. Interested students must enroll in the *fall of the freshman year*, since four years of ROTC are required to qualify for a commission.

Further information may be obtained from the *Announcement of Military Training*.



## EXPENSES FOR UNDERGRADUATE STUDENTS

**TUITION** . . . For undergraduate students who, at the time of their matriculation are, and for at least twelve months prior thereto have been, bona fide residents of the State of New York, tuition is \$200 *per term*. Out-of-state students are required to pay tuition of \$300 *per term*.

Tuition and fees become due when the student registers, and the final date for payment of these charges, without penalty, is 10 days after registration. Failure to meet this obligation automatically terminates a student's enrollment. In exceptional circumstances, the Treasurer may grant an extension of time for completion of payments. In such instance, a fee of \$5 is charged, and upon reinstatement of a student who has been dropped for nonpayment, a fee of \$10 is charged. For reasons judged adequate, the latter fee may be waived in any individual case.

Part of the tuition and fees will be refunded to students who withdraw for reasons accepted as satisfactory within the first nine weeks of a term. No charge is made if the student withdraws within six days of the date of registration.

**FEES** . . . A University and school general fee of \$50 for New York State residents, and \$150 for out-of-state residents, is required at the beginning of *each term* and covers the following services:

1. **HEALTH SERVICES AND MEDICAL CARE** are centered in two Cornell facilities: the Gannett Medical Clinic (out-patient department) and the Sage Hospital. Students are entitled to unlimited visits at the Clinic (appointments with individual doctors at the Clinic may be made, if desired, by calling or coming in person).<sup>\*</sup> They are also entitled to laboratory and X-ray examinations indicated for diagnosis and treatment; hospitalization in Sage Hospital with medical care for a maximum of fourteen days each term and emergency surgical care. On a voluntary basis, insurance is available to supplement the services provided by the School and University General Fee. For further details, including charges for special services, see the *Announcement of General Information*. If, in the opinion of the University authorities, the student's health makes it unwise for him to remain in the University, he may be required to withdraw.

2. **LABORATORY SERVICES** for courses taken in the State Colleges.

3. **UNIVERSITY ADMINISTRATION AND SERVICES.**

4. **PHYSICAL RECREATION** . . . Available to each male student are the University's gymnasium and recreation facilities in Barton Hall, Teagle Hall, Lynah Hall, or Schoellkopf Memorial Building. Each woman student may use the facilities of Helen Newman Hall, the women's physical education and sports building.

5. **WILLARD STRAIGHT HALL MEMBERSHIP** . . . Willard Straight Hall, the student union of the University, provides social and recreational activities in which all students may participate.

6. **STUDENT ACTIVITIES** . . . Assistance is provided to various student activity programs through the student activities fund.

<sup>\*</sup> An acutely ill student will be seen promptly whether he has an appointment or not.

## 12 INDUSTRIAL AND LABOR RELATIONS

Additional fees are as follows:

An application fee of \$10 must be paid at the time an application for admission is submitted.

A registration fee of \$45 must be paid after the applicant has received notice of provisional acceptance. This fee covers matriculation charges and certain graduation expenses and establishes a fund for undergraduate and alumni class activities. The deposit is not refundable.

A deposit of \$30 is required for a uniform, payable at registration in the first term by students who enroll in the Basic Course in Military Science. Most of this deposit is returned as earned uniform allowance upon completion of the Basic Course.

A matriculated student desiring to register after the close of registration day must first pay a \$10 late fee.

*The amount, time, and manner of payment of tuition or any fee may be changed at any time by the Board of Trustees without notice.*

### SUPPLIES

BOOKS and instructional supplies may cost from \$35 to \$75 a term.

### LIVING COSTS

LIVING COSTS cannot be stated with the same degree of certainty as regular University charges since they depend to a great extent upon the individual's standard of living. Recent estimates indicate that single students spend from \$160 to \$215 a term for room; \$275 to \$325 a term for board. Laundry, done in Ithaca, may require \$25 to \$40 a term. Additional allowance must be made for clothing, travel, and incidentals.

## FINANCIAL AID FOR UNDERGRADUATE STUDENTS

Financial aid is provided by both the School and the University on the basis of academic achievement and need. Every effort is made by means of grants, loans, and work programs to enable promising students to undertake study at Cornell, and to assist qualified students in residence to complete degree requirements.

Prospective students requesting consideration for financial assistance can obtain information about aids available to freshmen from the Office of Scholarships and Financial Aid, Day Hall. New York residents can obtain information about New York State awards (Scholar Incentive Program and Regents Scholarships) from their high school principal and/or guidance counselor or from the Commissioner of Education, Albany, New York. Students registered in the School should address their requests for further information about the School-administered financial aids listed below to the Office of Resident Instruction.

### FRESHMAN SCHOLARSHIPS

*THE MORTIMER HOROWITZ FRESHMAN SCHOLARSHIP . . . \$500* will be awarded to an incoming freshman on the basis of academic achievement and professional promise in the field of industrial and labor relations, with some consideration given to need.

*LOCAL 325 SCHOLARSHIP* . . . Established by the Cooks, Countermen, Soda Dispensers, Food Checkers, Cashiers and Assistants Union of Brooklyn and Queens (Hotel and Restaurant Employees and Bartenders International Union, AFL-CIO). Open to qualified sons and daughters of members and to qualified members of Local 325. Award of \$1000 for the first year and \$500 per year for three additional years for degree candidates.

*THE ED S. MILLER SCHOLARSHIP* . . . Established by the Hotel and Restaurant Employees and Bartenders International Union (AFL-CIO). Open to qualified members, or sons and daughters of members, of the International Union. This four-year scholarship of \$1500 per year will be awarded annually to a candidate from one of several geographic regions in the United States and Canada.

*FATHER WILLIAM J. KELLEY, O.M.I., SCHOLARSHIP* . . . Established by Local Union No. 3 of the International Brotherhood of Electrical Workers, AFL, in honor of Father William J. Kelley, O.M.I. A four-year scholarship of \$1200 per year is annually awarded on the basis of academic achievement and professional promise.

## GRANTS-IN-AID

*DANIEL ALPERN MEMORIAL SCHOLARSHIPS* . . . Varied grants, maximum \$400 annually, are made to undergraduate students who have completed at least one term in residence. Awarded on the basis of scholarship and need.

*FRANK J. DOFT MEMORIAL FUND* . . . Varied grants, maximum \$400 annually, are made to undergraduate students who have completed at least one term in residence. Awarded on the basis of scholarship and need, with preference given to the physically handicapped.

*BARNETT P. GOLDSTEIN MEMORIAL SCHOLARSHIP* . . . Varied grants, maximum \$100 annually, are made on the basis of scholarship and need to undergraduates who have completed at least one term in residence.

*SIDNEY HILLMAN MEMORIAL SCHOLARSHIP* . . . Established by the Sidney Hillman Foundation in honor of Sidney Hillman. Varied grants, maximum \$400 a year, are made to undergraduate students who have completed at least one term in residence. Awarded on the basis of (a) the student's interest in such matters as improved race relations, advancement of democratic trade unionism, greater world understanding, and related issues; (b) scholarship; and (c) need for assistance. Where the first two factors are of a high order, the third should be controlling.

*INDUSTRIAL AND LABOR RELATIONS SCHOLARSHIP FUND* . . . Varied grants, maximum \$400 annually, are made to undergraduate students who have completed at least one term in residence. Awarded on the basis of scholarship and need.

*INDUSTRIAL AND LABOR RELATIONS ALUMNI SCHOLARSHIP FUND* . . . Varied grants, maximum \$400 annually, are made to undergraduate or graduate students who have completed at least one term in residence. Awarded on the basis of (a) scholarship; (b) need for assistance; (c) promise of making a contribution to the field of industrial and labor relations.

## 14 INDUSTRIAL AND LABOR RELATIONS

*THEODORE S. LISBERGER MEMORIAL SCHOLARSHIP* . . . Varied grants to graduates or undergraduates studying in the field of human relations on the basis of academic promise and performance, or ability in research, and financial need. Preference is given to qualified candidates who have had work experience in industry.

*NEW YORK STATE COUNCIL OF MACHINISTS SCHOLARSHIP* . . . Annual award open to qualified undergraduate students selected on the basis of (a) interest in such matters as improved race relations, advancement of democratic trade unionism, greater world understanding and related issues; (b) scholarship; and (c) need for assistance. Where the first two factors are of a high order, the third should be controlling. Preference is given to sophomore and junior students.

### PRIZES

*DANIEL ALPERN MEMORIAL PRIZE* . . . Awards of \$100 are made each year to outstanding graduating seniors elected by the faculty on the basis of scholarship and student activities.

*BORDEN INDUSTRIAL AND LABOR RELATIONS SCHOLARSHIP AWARD* . . . Award of \$300 made at the beginning of the senior year to the undergraduate man or woman who has achieved the highest average grade among the members of the senior class for the four most recent terms of academic work in the School of Industrial and Labor Relations.

*THE JAMES CAMPBELL MEMORIAL AWARD* . . . A cash award is presented annually to the senior judged outstanding for his friendliness, humility, academic excellence, and service to the School.

*FRANK J. DOFT MEMORIAL PRIZE* . . . Award of \$200 is presented to the student receiving the highest academic average in his class for studies in the freshman year.

*INDUSTRIAL AND LABOR RELATIONS SOPHOMORE PRIZE* . . . Award of \$200 is presented to the student who achieves the highest average in his class for studies in the sophomore year.

*IRVING M. IVES AWARDS* . . . Three cash awards of \$250 each to be made to the freshman, sophomore, and junior student who, at the end of the school year, has best demonstrated the qualities of good faith, integrity, responsibility, cooperativeness, and good will, and who needs financial assistance. A plaque is to be awarded to a graduating senior selected by the same criteria excepting the consideration of need.

### OTHER FINANCIAL AID

*DANIEL ALPERN MEMORIAL INTERNSHIP* . . . Annual grant of varying amounts is awarded on the basis of academic promise and need to encourage and enable qualified students to undertake summer employment with industry, government, labor, or an academic institution in a capacity which

would significantly enrich preparation for a career in the field. Preference is given to students who have completed the junior year.

*NONRESIDENT TUITION SCHOLARSHIPS* . . . Open to students who are not residents of New York State. One of the purposes of these scholarships is to assist students from foreign countries, but when no qualified foreign students are available, the scholarships may be extended to any qualified out-of-state students. Annual award, \$600, applicable to tuition only. Tenure, not limited. Four scholarships. Need and academic achievement considered.

*SEIDENBERG AND KAUFMANN MEMORIAL AWARDS IN AMERICAN IDEALS* . . . The Sophie L. Seidenberg award and the Felix Kaufmann award are given to the students who receive, in the fall and spring terms respectively, the highest scholastic ratings in the Development of American Ideals course. The awards consist of twenty-five dollar gifts of books on American democracy.

## UNDERGRADUATE HOUSING

### MEN

Cornell University provides, on the campus, dormitory facilities for about 2100 men. Complete cafeteria and dining service is provided in Willard Straight Hall, Noyes Lodge, Baker Cafeteria, Martha Van Rensselaer Cafeteria, and Stocking Hall (Dairy Bar) Cafeteria. Male students are not required to live in dormitories and are individually responsible for making their own living and dining arrangements. As a matter of convenience for those who wish to live in dormitories, application forms will be mailed to each male candidate for admission as a freshman or a transfer student at the time of notification of provisional acceptance to the University.

Housing in dormitories can be guaranteed for all undergraduate men who have been admitted to the University and have filed dormitory applications by May 15.

Off-campus housing may be obtained in private homes and rooming houses. The University, as a service to students, maintains a listing of available rooms and apartments. Inquiries should be addressed to the Off-Campus Housing Office, Day Hall.

### WOMEN

The University provides dormitories for the housing of undergraduate and graduate women. These residence units are supplemented by thirteen sorority houses in areas close to the dormitories. With few exceptions all undergraduate women students are required, under University policy, to live and take their meals in a University residential unit or in a sorority house (for members only). Permission to live elsewhere in Ithaca is granted only under exceptional circumstances upon written application to the Office of the Dean of Students, Day Hall.

An application form for living accommodations for undergraduate women will be sent with the notice of provisional acceptance from the Office of Admissions to each candidate.

Graduate women should make application for University dormitory housing directly to the Department of Housing and Dining Services.

## MARRIED STUDENTS

The University, through the Department of Housing and Dining Services, maintains apartment accommodations for some of its married students and their families. These are Cornell Quarters, Pleasant Grove Apartments, and Hasbrouck Apartments, with total housing for about 400 families. All apartments are unfurnished. For further information and application, write the Department of Housing and Dining Services, Day Hall.

The Department of Housing and Dining Services also maintains a list of available rental housing in the Ithaca area. Information on housing currently available can be obtained only at the Off-Campus Housing Office in Day Hall. Lists cannot be sent out as changes occur daily.

## UNDERGRADUATE DEGREE REQUIREMENTS

The requirements for the degree of Bachelor of Science include the successful completion of 120 prescribed and elective credit hours, ten weeks of work experience, and the physical education requirement of the University. Degree candidates normally spend eight terms of residence in the School, although exceptions to the residence requirement may be made with special permission. In order to maintain good standing in the School and to be eligible for graduation, a cumulative average of at least 70 is required.

## WORK EXPERIENCE REQUIREMENTS

One of the requirements for the undergraduate degree is ten weeks of work experience. The purpose of the requirement is to permit students to acquire at first hand an understanding of the viewpoints, problems, and procedures of management, labor, and government in the conduct of industrial and labor relations. The requirement may be met by ten weeks of summer employment following matriculation. The student is responsible for obtaining the appropriate work experience and for submitting necessary reports, but the School will counsel and aid the student in every way possible.

## PHYSICAL EDUCATION

All undergraduates must take four terms of work in physical education. Ordinarily, this requirement must be completed in the first two years of residence; postponements are to be allowed only by consent of the University Faculty Committee on Requirements for Graduation.

The requirement in physical education is described in further detail in the *Announcement of General Information*. The courses offered are described in publications made available to students by the Department of Physical Education and Athletics.

## UNDERGRADUATE CURRICULUM

The outline of the curriculum below indicates the titles and the sequence of both prescribed courses and electives. Of the total forty-eight elective hours, twenty-four are General Electives which may be taken in the School or in other divisions of the University; twenty-four are ILR Advanced Electives which are required to be selected from the offerings of the various departments

## UNDERGRADUATES—CURRICULUM 17

in the School. Selection of both General and Advanced ILR Electives is made in accordance with the upperclassman's particular interests in special areas within the field. Counselors and faculty advisers offer guidance in program planning.

Undergraduate course descriptions, including description of required courses offered by other divisions of the University, can be found on pages 19-30. Course descriptions for graduate offerings can be found on pages 40-48.

### FRESHMAN YEAR

<i>First Semester</i>	<i>Credits</i>	<i>Second Semester</i>	<i>Credits</i>
English 111 (A&S) *	3	English 112 (A&S)	3
Modern Economic Society 103 (A&S)	3	Modern Economic Society 104 (A&S)	3
Psychology or Sociology	3	Psychology or Sociology	3
Development of Economic Institutions 140	3	Labor in American Society 141	3
Modern Industry and Industrial and Labor Relations 120	3	Modern Industry and Industrial and Labor Relations 121	3
	<hr/> 15		<hr/> 15

### SOPHOMORE YEAR

American Government 101 (A&S)	3	Corporate Enterprise in the American Economy 355 (A&S)	3
Science or Mathematics	3	Science or Mathematics	3
Labor Union History 200	3	Economics of Wages and Employment 241	3
Human Relations 220	3	Labor Relations Law and Legislation 201	3
Statistics I 210	3	Economic and Social Statistics 211	3
	<hr/> 15		<hr/> 15

### JUNIOR YEAR

Collective Bargaining 300	3	ILR Advanced Elective	3
Economic Security 340	3	ILR Advanced Elective	3
ILR Advanced Elective	3	ILR Advanced Elective	3
General Elective	3	General Elective	3
General Elective	3	General Elective	3
	<hr/> 15		<hr/> 15

### SENIOR YEAR

ILR Advanced Elective	3	ILR Advanced Elective	3
ILR Advanced Elective	3	ILR Advanced Elective	3
American Ideals 408 †	3	American Ideals 409 †	3
General Elective	3	General Elective	3
General Elective	3	General Elective	3
	<hr/> 15		<hr/> 15

\* A&S: College of Arts and Sciences.

† An acceptable program in other areas of the humanities may be substituted for American Ideals after consultation with faculty adviser or counselor.

## 18 INDUSTRIAL AND LABOR RELATIONS

### ILR ADVANCED ELECTIVES

Six of the eight required ILR Advanced Electives are to be taken in three two-course sequences or combinations. Each of these two-course sequences or combinations must be taken in a different department. (Two of the three sequences or combinations must be from departments A, B, or C.)

Departmental sequences or combinations are listed below.

#### A. *Department of Organizational Behavior*

Two courses are to be taken from one of the following groupings:

##### 1. Personnel Administration

Advanced Electives in this area must begin with ILR 321 (Personnel Administration), to be followed by either ILR 525 (Personnel Selection and Placement) or ILR 526 (Wage and Salary Administration).

##### 2. Human Relations

Any two of the following three: ILR 320 (Concepts and Cases in Human Relations), ILR 420 (Group Processes), ILR 532 (Social Problems of Industrialization).

##### 3. Development of Human Resources

Both ILR 323 (Techniques and Theories of Training in Organizations) and ILR 423 (Design and Administration of Training Programs).

#### B. *Department of Labor Economics and Income Security*

Any two of the undergraduate elective courses in this department will be accepted as one of the three required Advanced Elective sequences. The department will consider acceptance of graduate and out-of-college courses on individual student petition.

#### C. *Department of Collective Bargaining, Labor Law, and Labor Movements*

Advanced Electives in this department must begin with ILR 301 (Labor Union Administration), to be followed by any one of the other departmental offerings, including graduate courses.

#### D. *Department of Economic and Social Statistics*

Advanced Electives in this department must begin with ILR 311 (Statistics II), to be followed by either ILR 410 (Techniques of Multivariate Analysis) or possibly by an alternate course in mathematics designated by the department.

*Students electing this sequence are strongly urged to take Mathematics 111-112 in the sophomore year.*

#### E. *Department of International and Comparative Labor Relations*

Advanced Electives in this department must begin with either ILR 530 (International and Comparative Labor Problems I) or ILR 531 (International and Comparative Labor Problems II), to be followed by any one of the other departmental offerings, including graduate courses.



## UNDERGRADUATE COURSES

All industrial and labor relations undergraduate courses, arranged by departmental area, and the required courses offered by other divisions, are described below. Qualified upperclass students may be admitted to graduate courses and seminars offered in the field of industrial and labor relations. A description of such graduate offerings begins on page 40.

Students registered in other divisions of the University may elect courses specifically designed for non-ILR students (ILR 250, ILR 450) as well as other courses offered by the School. Students in other colleges interested in taking courses in this School should check prerequisites and enroll through the advisers in their colleges.

### REQUIRED COURSES OFFERED BY OTHER COLLEGES OF THE UNIVERSITY

#### **INTRODUCTION TO ENGLISH (A&S) \***

111, 112. Credit three hours a term. English 111 is a prerequisite to English 112. Fall and spring terms respectively. Messrs. STATOFF, SMITH, and others.

The aim is to increase the student's ability to communicate his own thought and to understand the thought of others.

**MODERN ECONOMIC SOCIETY (A&S) 103.** Credit three hours. Either term. Messrs. DOWD, GOLAY, and NOVACK.

A survey of the existing economic order, with particular emphasis on the salient characteristics of the modern American economy. Concentration is on explaining and evaluating the operation of the price system as it regulates production, distribution, and consumption, and as it is, in turn, modified and influenced by private organization and government policy.

**MODERN ECONOMIC SOCIETY (A&S) 104.** Credit three hours. Either term. Prerequisite: Economics 103. Messrs. DAVIS, HILDEBRAND, KAHN, and Assistants.

Economics 104, a continuation of Economics 103, centers on the determinants of aggregate economic activity. The main areas studied are the monetary and banking systems, the composition and fluctuations of national income, and the major conditions of economic growth, all as influenced by monetary, fiscal, and other policies.

#### **PSYCHOLOGY OR SOCIOLOGY.**

A six-hour prescribed sequence in either psychology or sociology is required. Arrangements for this instruction are handled by the Office of Resident Instruction. The student will be advised of the opportunities available to him.

**AMERICAN GOVERNMENT (A&S) 101.** Credit three hours. Fall term. Messrs. BERNs, HACKER, LOWI, ROSSITER, and Staff.

A general introduction to American national government and politics. Emphasis is placed upon historical development, organization, powers, practical working, and problems of federalism.

**CORPORATE ENTERPRISE IN THE AMERICAN ECONOMY (A&S) 355.** Credit three hours. Either term. Prerequisite: Economics 104. Mr. O'LEARY.

An examination of the large American business corporation as an economic institution. Attention will be given to the corporation as the dominant device for ordering the allocation and administering the use of economic resources in the United States. Among the topics treated will be separation of ownership and management, segments of interest, reinvestment of earnings and the savings-investment process, the impact of taxation on basic decisions, the various types of corporation securities, government regulation, the public benefit corporation as a special case.

### COLLECTIVE BARGAINING, LABOR LAW, AND LABOR MOVEMENTS

Mr. JENSEN, *Chairman*, Miss BLOUGH, Mrs. COOK, Miss EMERSON, Mrs. MCKELVEY, Messrs. BROOKS, CARPENTER, CULLEN, DOHERTY, DONOVAN, HANSLowe, KONVITZ, KORMAN, MORRIS, NEUFELD, POLISAR, WINDMULLER.

**100. LABOR IN AMERICAN SOCIETY.** Credit three hours. Spring term. Mr. KORMAN.

A history of the position of workers in American society from colonial times to the present. Primarily intended to provide a broad view

\* A&S: College of Arts and Sciences.

## 20 INDUSTRIAL AND LABOR RELATIONS

of the labor problem—its economic, social, and political sources, manifestations, and implications—through consideration of the conditions out of which present-day ideas and philosophies, institutional arrangements and public policies regarding industrial and labor relations have arisen.

**200. LABOR UNION HISTORY.** Credit three hours. Fall Term. Prerequisite: Economics 103-104, I.L.R. 141. Mrs. COOK, Mr. KORMAN or Mr. NEUFELD.

Special emphasis is placed upon the rise of organized labor movements in the United States since 1865. Detailed discussion of problems which faced organizations such as the Knights of Labor, the AFL, the I.W.W., the CIO, and today's merged labor movement, along with various theories which help to explain the historical developments that have occurred. The rise of the national union and the history of individual craft, industrial, and white collar organizations will be studied in some detail.

**201. LABOR RELATIONS LAW AND LEGISLATION.** Credit three hours. Spring term. Mr. HANSLOWE.

A survey of the law of labor relations in which an examination is made of the extent to which the law protects, permits, and regulates concerted action by employees in the labor market. The legal framework within which the collective bargaining relationship is established and within which the collective bargaining process takes place is considered and analyzed. Problems of the administration and enforcement of the collective agreement are considered, as are problems of protecting individual member-employee rights within the union.

**300. COLLECTIVE BARGAINING.** Credit three hours. Fall term. Mr. CARPENTER, Mr. CULLEN, Mr. JENSEN, or Mrs. McKELVEY.

A comprehensive study of collective bargaining: the negotiation and scope of contracts; the day-to-day administration of contracts; the major substantive issues in bargaining, including their implications for public policy; and the problems of dealing with industrial conflict.

**301. LABOR UNION ADMINISTRATION.** Credit three hours. Fall and spring terms. Prerequisite: I.L.R. 200. Mrs. COOK or Mr. NEUFELD.

A comprehensive review of the formal and informal structure, government, operations, and administrative problems of American labor unions as evidenced in the local union, intermediate organizations, city centrals, state

federations, national unions, the AFL-CIO, and the I.C.F.T.U. and its trade and regional bodies. Examination of labor union membership qualifications, justice machinery, finances and dues, press, research, education, public relations, housing, benefits and insurance, political action, and participation in community and international affairs. Attention will be given to the relationship between the internal operation of unions and their collective bargaining activities, to the settlement of jurisdictional disputes, to the operation of the Landrum-Griffin Act and the Codes of Ethical Practices, and to the rights of minority groups within unions.

**400. COLLECTIVE BARGAINING: ISSUES AND PROBLEMS.** Credit three hours. Fall and spring terms. Prerequisite: I.L.R. 300 and I.L.R. 301. Fall or spring terms: Mrs. McKELVEY, Mr. CULLEN or Mr. JENSEN.

An intensive study of the most significant current issues and problems facing employers and unions in their relations with each other, with particular emphasis being placed upon the substantive matters in contract negotiations and administration of the provisions of collective bargaining agreements.

**401. COLLECTIVE BARGAINING STRUCTURES.** Credit three hours. Fall term. Prerequisite: I.L.R. 300 and I.L.R. 301. Mr. CARPENTER.

A study of employer and union organization for purposes of collective bargaining, including how to resolve issues of centralized control versus local autonomy under multi-plant, multi-employer, market-wide, regional or industry-wide bargaining; how to reconcile pressures for uniformity versus the needs for diversity in labor standards among unions and employers of the same industry or market area, and how to handle problems of interpreting and enforcing contracts that cover more than one plant, more than one employer, or more than one union. Each student will be assigned an industry in which to work out these relationships.

**402. CASE STUDIES IN LABOR UNION HISTORY AND ADMINISTRATION.** Credit three hours. Spring term. Open to selected seniors and graduate students. Prerequisite: I.L.R. 300 and I.L.R. 301. Mr. ———.

A seminar concerned with the history and development of specific union problems or of individual unions at various administrative levels, with an analysis of their day-to-day operations and responsibilities. Students will investigate areas of particular interest to them for their research contribution to the seminar.

**403. PROBLEMS IN UNION DEMOCRACY.** Credit three hours. Fall term. Prerequisite: I.R. 300 and I.R. 301. Mrs. McKELVEY.

Current problems in union democracy: the rights of individuals and minorities within the union; union government and elections; the relation of subordinate to higher bodies of union government; union discipline; and trusteeships. Emphasis will be placed on various methods of protecting and assuring democratic rights within unions, including self-government provisions in union constitutions; voluntary impartial review of internal union conduct (e.g., the UAW Public Review Board); judicial intervention in union conflicts; and state-federal laws regulating union affairs.

**408, 409. DEVELOPMENT OF AMERICAN IDEALS.** Credit three hours each term. Fall and spring terms respectively. Open to sophomores and upperclassmen. Mr. ———.

A critical analysis of Western, particularly American, political, ethical, and social ideals—their meanings, origins, and development. In the fall semester: interests secured or pressing for recognition, such as freedom of religion, freedom of speech and press, freedom from discrimination, personal security, right of privacy. Special consideration will be given to the impact of communism on freedoms secured by the Bill of Rights. Relevant U. S. Supreme Court cases are read and discussed. In the spring semester: the religious, philosophical, and historical roots of basic American ideals, such as individual dignity, justice, love, the higher law, the pluralistic society, democracy, freedom, equality. There will be readings from the Bible, Plato, Sophocles, the Stoic philosophers, Renaissance thinkers, Locke, Emerson, William James, and others.

**499. DIRECTED STUDIES.** Credit to be arranged. Fall and spring terms.

For individual research, conducted under the direction of a member of the faculty, in a special area of labor relations not covered by regular course offerings. Registration normally limited to upperclassmen who have demonstrated ability to undertake independent work.

## ECONOMIC AND SOCIAL STATISTICS

Mr. MCCARTHY, *Chairman*, Mr. BLUMEN.

**210. STATISTICS I.** (Statistical Reasoning). Credit three hours. Either term. Mr. ———.

An introduction to the basic concepts of statistics: description of frequency distributions (averages, dispersion, and simple correlation) and introduction to statistical inference. Pre-

requisite to certain of the specialized courses on applications of statistics offered in various departments.

**211. ECONOMIC AND SOCIAL STATISTICS.** Credit three hours. Spring term. Prerequisite: Statistics I, I.R. 210. Mr. ———.

Application of statistical techniques to the quantitative aspects of the social sciences and of industrial and labor relations. Topics illustrative of the material to be covered are construction and use of index numbers, time series analysis, elements of the design of sample surveys, multiple regression and correlation, and a brief introduction to automatic data processing.

**310. DESIGN OF SAMPLE SURVEYS.** Credit three hours. Spring term. Prerequisite: one term of statistics. Mr. ———.

Application of statistical methods to the sampling of human populations. A thorough treatment of the concepts and problems of sample design with respect to cost, procedures of estimation, and measurement of sampling error. Analysis of non-sampling errors and their effects on survey results (e.g., interviewer bias and response error). Illustrative materials will be drawn from the fields of market research, attitude and opinion research, and the like.

**311. STATISTICS II.** Credit three hours. Fall term. Prerequisite: Statistics 210 or permission of instructor. Mr. ———.

An intermediate nonmathematical statistics course emphasizing the concepts associated with statistical methods. Includes a treatment of estimation and tests of hypotheses with reasons for choice of various methods and models. Application to problems involving percentages, means, variances, and correlation coefficients with an introduction to nonparametric methods, analysis of variance, and multiple regression and correlation.

**410. TECHNIQUES OF MULTIVARIATE ANALYSIS.** Credit three hours. Fall term. Prerequisite: I.R. 311. Mr. ———.

An advanced undergraduate and beginning graduate course emphasizing the techniques of multivariate statistical analysis, together with a discussion of underlying assumptions and illustrations of applications. There is no mathematical prerequisite, but some matrix algebra and related topics will be introduced. Techniques covered will include multiple regression and correlation, principal components, correlation between sets of variables, tests of hypotheses on sets of means and variances, multivariate analysis of variance, multivariate methods for ranked and qualitative variables, discrimination between populations,

and applications of modern computing techniques in multivariate analysis.

**499. DIRECTED STUDIES.** Credit to be arranged. Fall and spring terms.

For individual research, conducted under the direction of a member of the faculty, in a special area of labor relations not covered by regular course offerings. Registration normally limited to upperclassmen who have demonstrated ability to undertake independent work.

## ORGANIZATIONAL BEHAVIOR

Mr. WHYTE, *Chairman*, MESSIS. BREER, CHEEK, FOLTMAN, FRIEDLAND, GRUENFELD, HODGES, LANDSBERGER, MESICS, F. MILLER, PERRINS, RILEY, ROSEN, SMITH, TRICE, WASMUTH, WILLIAMS.

**120, 121. MODERN INDUSTRY AND INDUSTRIAL AND LABOR RELATIONS.** Credit three hours a term. Fall and spring terms respectively. Open only to ILR freshmen and transfer students. Department faculty.

An introduction to industrial and labor relations in modern industrial society. The first term: an examination of the nature of industrial society and an examination of modern work organizations, including concepts and theories of organization and leadership. The place of the industrial relations-personnel function in an organization and the general nature of manpower management practices and their development. The second term continues the study of the nature of the industrial relations-personnel function in organizations. Attention is focused upon such major aspects of labor relations as wages, benefits, and staffing and development of a work force. A part of the second term's work is devoted to considering current issues and research problems, such as institutional adjustment, organizational form, and the impact of changing technology on work organizations and industrial relations-personnel problems and practices.

**220. HUMAN RELATIONS.** Credit three hours. Fall term. Open to ILR students only. Department faculty.

The psychology and sociology of interpersonal relations, with special reference to industry. Topics to be covered include: perception, motivation, personality, attitudes, roles, leadership, solidarity, the individual and the organization, the meaning of bureaucracy, the problem of control, stratification and mobility, the impact of technology, and culture change.

**320. CONCEPTS AND CASES IN HUMAN RELATIONS.** Credit three hours. Fall and spring terms. Prerequisite: ILR 220. (For

students outside ILR, other courses may be accepted as substitute prerequisites if arrangements are made with the instructor.) Mr. SMITH.

Description, illustration, and demonstration of some concepts in human relations with particular reference to diagnosis of psychological and social stress situations. Case materials will be analyzed as a means of testing the validity of the concepts. Situations important in industrial and labor relations are studied in a social and cultural context together with situations in related fields.

**321. PERSONNEL ADMINISTRATION.** Credit three hours. Spring term. Open only to undergraduate ILR students. Mr. MESICS, Mr. ROSEN, Mr. TRICE, or Mr. WASMUTH.

The appropriate role of the personnel administration function in the process of manpower management. The history of the function, the factors and influences which have governed its growth and development, and current concepts based on the findings of behavioral science research. The development and organization of personnel administration, factors influencing the administration and appraisal of personnel functions, including recruitment, selection, placement, training, and communications, job evaluation, compensation, performance rating, transfer, promotion, separation, employee services, health and safety, records and reports, and research. The relationship of personnel administration to union-management relations and collective bargaining will be briefly examined.

**322. INDUSTRIAL SAFETY.** Credit three hours. Fall term. Open to juniors, seniors, and graduate students. Mr. ———.

A study of the fundamentals of industrial accident prevention, with special emphasis on the human factor in the accident. Training in the installation of industrial safety programs with special emphasis on administrative and educational techniques.

**323. TECHNIQUES AND THEORIES OF TRAINING IN ORGANIZATIONS.** Credit three hours. Spring term. Mr. FOLTMAN or Mr. LANDSBERGER.

Deals with the methods used, formally and informally, by organizations for training personnel at all levels. These methods will be compared with relevant psychological formulations of the problems of learning. The place of practice, understanding, and motivation in the acquisition of motor and other skills; the use of the case and incident method; learning techniques in a group setting (discussion and role playing); learning during performance appraisals; learning as a result of

identification. Various teaching methods will be practiced.

**324. COMMUNICATION IN INDUSTRY AND LABOR.** Credit three hours. Spring term. Mr. HODGES.

Concepts and principles of communication as applied to organizational and management problems of companies and unions. Although some attention is paid to industrial writing and communication techniques and media, the major emphasis here will be on semantics, motivation theory, organization theory, intra-group relations, and communication theory, all as they relate to persuasive communication.

**420. GROUP PROCESSES.** Credit three hours. Spring term. Open to juniors and seniors. Prerequisite: IIR 220 or equivalent. Mr. BREER or Mr. WHYTE.

A laboratory course designed to increase the student's understanding of concrete social situations. Provides weekly a laboratory experience in performance of a group task, with readings, lecture, and discussion organized around this experience. Concepts drawn from the fields of social psychology are applied to the analysis of group processes.

**421. PUBLIC RELATIONS.** Credit three hours. Fall term. Open only to seniors. Mr. HODGES.

Development of public relations thinking and activities of American industry and labor; analyses of specific public relations problems and programs, e.g., relations of industry with communities, personnel, stockholders, customers, government, the general public; and relations of labor with union members, potential members, and management. Students will make case studies of public relations problems and plan programs for their solution.

**422. INDUSTRY AND LABOR IN THE INDUSTRIAL COMMUNITY.** Credit three hours. Fall term. Mr. HODGES.

A study of problems characteristic of industrial cities and their relationships with locally operating companies and local unions. Among the subjects to be considered in the light of these relationships will be urban area planning, zoning, and factory location; area governmental structures, services, and taxes; effective organization and procedures for community projects, including community chest and capital funds campaigns; industrial development organizations and programs, and the problems involved in moving plants into and out of cities; formal community relations programs for companies, unions, and industrial and other organizations and agencies; community research approaches and techniques.

**423. DESIGN AND ADMINISTRATION OF TRAINING PROGRAMS.** Credit three hours. Fall term. Mr. FOLTMAN or Mr. MESICS.

An analysis and exploration of the training function as applied in business, government, and industrial organizations. Consideration is given to the conceptual framework in which learning activities are developed at the workplace at all levels. Programs are studied dealing with the development of manipulative, supervisory, technical, and administrative skills. Particular emphasis is placed on the training needs of employees in a technologically changing industrial environment.

**424. THE SOCIAL PSYCHOLOGY OF ATTITUDES.** Credit three hours. Fall term. Open to juniors, seniors, and graduate students. Sophomores admitted by permission of instructor. Mr. BREER.

A study of the sources of attitude differences and the determinants of attitude change. Topics covered include: socialization, reference groups, dissonance, induction, persuasion, brainwashing, and conformity. Students will design and execute an original laboratory experiment dealing with attitude change.

**426. SOCIOLOGY OF LABOR-MANAGEMENT RELATIONS.** Credit three hours. Fall term. Open to juniors, seniors, and graduate students. Prerequisite: two courses in sociology or permission of instructor. Mr. FRIEDLAND.

The sources of conflict between the two major social units involved in industry—management and labor—and the manner in which conflict is institutionalized. The patterns of conflict and cooperation will be examined, as will the conflicting sources of authority. The effect of the increased division of labor in labor-management relations will be analyzed in terms of the bureaucratization of collective bargaining and its effects on unions and employers.

**427. OCCUPATIONS AND PROFESSIONS.** Credit three hours. Spring term. Open to juniors, seniors, and graduate students. Sophomores admitted by permission of instructor. Mr. BREER.

Topics covered include: (1) the changing character of American occupations—specialization and bureaucratization, (2) occupational status—differences in income, prestige, and power, (3) inter- and intra-generational mobility, (4) recruitment and socialization to occupational roles, (5) the process of professionalization, (6) occupational ideologies.

**428. PSYCHOLOGY OF INDUSTRIAL CONFLICT.** Credit three hours. Fall term. Open to juniors and seniors. Mr. ROSEN.

A psychological analysis of labor-management

## 24 INDUSTRIAL AND LABOR RELATIONS

relationships at national and local levels. Special emphasis on several manifestations of individual and group conflicts, including strikes. A consideration of management, union leader, and union member perceptions and motives in negotiating and administering contracts and in conducting relevant internal affairs of their respective organizations. Readings will include behavioral research findings from a variety of union, union-management, and social conflict studies, and relevant contributions from experimental social psychology. Effects of social stress on individuals and groups.

**499. DIRECTED STUDIES.** Credit to be arranged. Fall and spring terms.

For individual research, conducted under the direction of a member of the faculty, in a special area of labor relations not covered by regular course offerings. Registration normally limited to upperclassmen who have demonstrated ability to undertake independent work.

### INTERNATIONAL AND COMPARATIVE LABOR RELATIONS

Mr. WINDMULLER, *Chairman*, and other members of the Staff.

**530. INTERNATIONAL AND COMPARATIVE LABOR PROBLEMS I.** Credit three hours. Fall term. Prerequisite for non-ILR students: ILR 250 or equivalent. Mr. WINDMULLER.

An introductory course concerned with the labor movements and industrial relations systems of countries in advanced stages of industrialization. It includes a review of the history, philosophy, structure, and activities of labor organizations in the larger European countries (especially Great Britain, France, Germany, and Soviet Russia); and an analysis of comparative industrial relations problems, including collective bargaining, wage policies, worker participation in management functions, and industrial disputes settlement procedures. The course will also deal with the emerging labor problems of European economic integration.

**531. INTERNATIONAL AND COMPARATIVE LABOR PROBLEMS II.** Credit three hours. Spring term. Prerequisite for non-ILR students: ILR 250 or equivalent. Mr. WINDMULLER.

A comparative study of the labor problems of countries in early and intermediate stages of economic development, including the de-

velopment of an industrial labor force, the history and functions of labor organizations, the role of government in industrial relations, and the emergence of different patterns of labor-management relations. A part of the term will be devoted to an examination of labor problems in selected countries in Asia, Africa, the Middle East, and the Western Hemisphere.

**532. SOCIAL PROBLEMS OF INDUSTRIALIZATION.** Credit three hours. Fall term. Open to graduate students, to seniors who have had one year of sociology, or to juniors with permission of instructor. Mr. FRIEDLAND.

A comparative, cross-cultural analysis of industrialization as a social process. An examination of pre-industrial and industrial societies; social and cultural prerequisites for industrialization; ideologies and their role in the shift to industrialism; the role of elites in the industrializing process, the social requisites for the organization of a modern labor force; responses to industrialization.

**533. LABOR RELATIONS IN THE WESTERN HEMISPHERE.** Credit three hours. Spring term. Open to graduate students and to seniors by permission of instructor. Reading knowledge of Spanish or Portuguese desirable. Mr. MORRIS.

A survey of labor relations in the Western Hemisphere with emphasis upon Latin America. A theoretical framework for analysis of labor relations systems in developing economies is presented and applied to the Latin American area. This is followed by a general treatment of labor codes, the administration and enforcement of labor law, organized labor and political parties, and labor-management relations. The labor movements and labor relations systems of several of the twenty Latin American republics and Canada are then discussed in their economic and political settings and with regard to particular as well as common characteristics. Comparisons are made with U.S. experience wherever possible. Finally, the history and present status of hemisphere labor movements are presented, and special comment is made on the different roles of U.S. and Canadian labor in these movements.

**499. DIRECTED STUDIES.** Credit to be arranged. Fall and spring terms.

For individual research, conducted under the direction of a member of the faculty, in a special area of labor relations not covered by regular course offerings. Registration normally limited to upperclassmen who have demonstrated ability to undertake independent work.

## LABOR ECONOMICS AND INCOME SECURITY

Mr. HILDEBRAND, *Chairman*, Messrs. ADAMS, ARONSON, CLARK, FERGUSON, MACINTYRE, RAMON, SLAVICK, TOLLES.

**140. DEVELOPMENT OF ECONOMIC INSTITUTIONS.** Credit three hours. Fall term. Open only to ILR students. Mr. CLARK.

Designed to give the student an understanding of the historical development of our economic institutions and the nature of the problems incident to economic change and development as part of the background for understanding and analysis of important present-day issues. Attention is focused on the agricultural, commercial, and industrial revolutions, tracing their development from their beginnings in Western Europe to the present.

**241. ECONOMICS OF WAGES AND EMPLOYMENT.** Credit three hours. Spring term. Prerequisite: Economics 103-104 or equivalent. Mr. ARONSON and Mr. HILDEBRAND.

Analysis of the major characteristics of the labor market. Topics include the labor force, theories of wages and employment, the economics of trade union wage policy, the compatibility of stable prices and full employment, and, generally, the wage aspects of economic policy.

**340. ECONOMIC SECURITY.** Credit three hours. Fall term. Mr. MACINTYRE and Mr. SLAVICK.

A historical and analytical study of the philosophy, history, and economic and social effects of social security and minimum wage legislation. Programs offering protection against economic loss due to industrial accident, temporary and permanent disability, illness, old age, premature death, and unemployment. Critical examination of proposals for modifying social security and minimum wage legislation. Private and voluntary efforts to provide security, and the problems of integrating public and private programs. Comparative analysis of foreign security systems.

**341. PROTECTIVE LABOR LEGISLATION.** Credit three hours. Spring term. Mr. SLAVICK.

A survey of the nature of the problems and the basis for state and federal legislation in fields such as discrimination in employment, industrial health and safety, minimum wages and maximum hours, and child labor. Special attention is given to the problem of maintaining a proper balance between the

efforts of industry, organized labor, and government in the development of labor standards. Proposals for amending existing legislation will be discussed.

**342. PRINCIPLES OF INSURANCE.** Credit three hours. Fall term. Open to juniors, seniors, and graduate students. Mr. SLAVICK.

An introductory course dealing with the economic and social aspects, the basic principles and practices, and the legal characteristics of insurance. The extensive use of insurance methods in industry, personal affairs, and government will be discussed.

**348. BUSINESS DECISIONS AND PUBLIC POLICIES.** Credit three hours. Fall term. Open to juniors and seniors. Mr. TOLLES.

Study of the history of the private and public decisions which have characterized a variety of American industries. The industries selected for study will include representatives of the fields of agriculture, manufacturing, transportation, power, trade, services, and government enterprise. Attention will be given to the interests of both buyers and sellers and to the alternative solutions to present-day problems of public policy. Each student will prepare and revise an individual paper on some selected problem of actual business decision.

**440. LABOR FORCE ANALYSIS AND MANPOWER ECONOMICS.** Credit three hours. Fall term. Open to juniors, seniors, and graduate students. Prerequisites: Economics 103-104 or equivalent. Mr. ARONSON.

Analysis of the economic, demographic, and socio-cultural factors involved in the development and internal dynamics of an industrial labor force. Comparisons of experience in developed and developing countries used extensively to illuminate such topics as labor force structure, behavior of employment and unemployment, migration and mobility, labor productivity, and manpower policies. Applications to such areas as personnel administration, employment security, and industrial training developed through discussion of student papers.

**441. WAGES, PRODUCTIVITY, AND INCOME.** Credit three hours. Spring term. Open to upperclassmen and graduate students. Mr. TOLLES.

Analysis of historical and current trends in wages, productivity, and incomes in the United States. Earning levels in individual industries. Price movements and real earnings. Productivity trends. Management and union policies toward innovation and technological progress. Automation: its significance and nature. Income distribution and economic stability.

Trends in size and distribution of national income; efforts to secure a redistribution of income. Individual and family incomes; adequacy of family incomes to maintain desired standards of living; the problem of poverty. Evaluation of efforts to improve the economic status of low-income groups.

**443. ECONOMIC CLIMATE OF WAGE AND EMPLOYMENT DECISIONS.** Credit three hours. Spring term. Mr. TOLLES.

Study of the aggregate demand for labor and its impact on the wage and employment decisions of employers, unions, individual workers, consumers, and governments. Theories, facts, and projections of economic growth and of fluctuations in the economy.

**445. COMPARATIVE ECONOMIC SYSTEMS: SOVIET RUSSIA.** Credit four hours. Spring term. Mr. CLARK.

A comparative analysis of the principles, structure, and performance of the economy of Soviet Russia. Special attention will be devoted to industry and labor.

**447. SEMINAR IN LABOR ECONOMICS.** Credit three hours. Spring term. Open, with permission of instructor, to seniors who have completed ILR 241 or equivalent. (Not offered in spring term 1965.) Mr. RAYMON.

The purpose of this seminar is to aid the student in improving his creative abilities in the area of research. Papers may be written on any topics in labor economics and income security. Students typically will prepare two major papers during the term. They also will be responsible for weekly critiques of the work of fellow students.

**448. ECONOMICS OF COLLECTIVE BARGAINING.** Credit three hours. Fall term. Mr. FERGUSON.

Study of the economic aspects of collective bargaining, including management and union wage policies, theories of bargaining strategy, the nature of "bargaining power," the use of economic criteria in negotiations, wage arbitration, and the effects of unionism on the firm, industry, and economy.

**449. HEALTH, WELFARE, AND PENSION PLANS.** Credit three hours. Spring term. Open to seniors and graduate students. Mr. MACINTYRE.

An analysis and appraisal of private health, welfare, and pension plans. A consideration of the origin and development of employer, union, and joint programs and a critical examination of the financing, administration, and general effectiveness of the plans.

**499. DIRECTED STUDIES.** Credit to be arranged. Fall and spring terms.

For individual research, conducted under the direction of a member of the faculty, in a special area of labor relations not covered by regular course offerings. Registration normally limited to upperclassmen who have demonstrated ability to undertake independent work.

**INSTRUCTION OF GENERAL INTEREST TO NON-ILR STUDENTS**

**250. SURVEY OF INDUSTRIAL AND LABOR RELATIONS.** Credit three hours. Either term. Mr. CARPENTER or Mr. POLISAR.

A survey for students in other divisions of the University. An analysis of the major problems in industrial and labor relations: labor union history, organization, and operation; labor market analysis and employment practices; industrial and labor legislation and social security; personnel management and human relations in industry; collective bargaining; mediation and arbitration; the rights and responsibilities of employers and employees; the major governmental agencies concerned with industrial and labor relations.

**ILR 450. PERSONNEL ADMINISTRATION IN SUPERVISION.** Credit three hours. Fall and spring terms. Open only to non-ILR students. Mr. MESICS, Mr. ROSEN, Mr. TRICE, or Mr. WASMUTH.

A review of the personnel function in business and industry with emphasis on the personnel responsibilities of the line supervisor. The course is closely linked to evidence developed by behavioral sciences research. Topics for discussion will include organization theory, leadership, organization structure and change, group influences on individuals, employee motivation, and other human problems of management. Specific personnel administration functions and practices, as they are related to these problems, also will be included, e.g., selecting, inducting, training, rating, and compensating employees; developing techniques for interviewing, adjusting complaints and grievances, and aiding in the solution of employee and supervisory problems. Selected readings, case studies, discussions, and projects.

**408, 409. DEVELOPMENT OF AMERICAN IDEALS.** Credit three hours each term. Fall and spring terms respectively. Open to sophomores and upperclassmen. Mr. ———.

A critical analysis of Western, particularly American, political, ethical, and social ideals—their meanings, origins, and development.

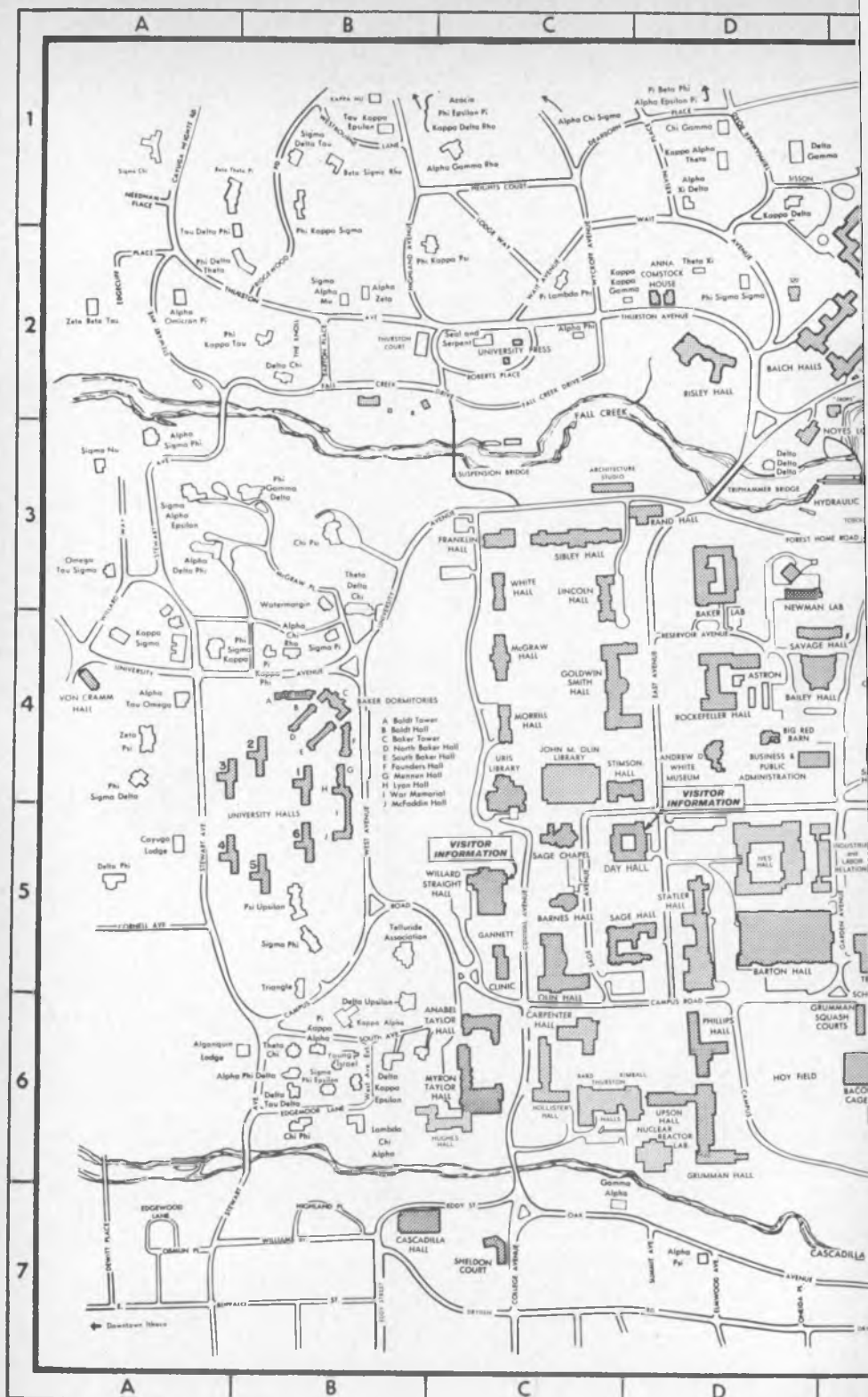
(Continued on page 30.)



## KEY TO THE CAMPUS MAP ON THE PAGES FOLLOWING

Alumni (Athletic) Fields F5  
 Architecture Studio C3  
 Artificial Breeders H7  
 Astronomy D4; Fuertes Observatory F2  
 Bacon Athletics Cage E6  
 Bailey Hall D4, auditorium  
 Baker Dormitories B4, men's residences  
 Baker Laboratory D3, chemistry  
 Balch Halls D2, women's residences  
 Bard Hall C6, metallurgical engineering  
 Barnes Hall, C5, campus store, auditorium  
 Barton Hall D5, military training  
 Big Red Barn D4, alumni center  
 Business & Public Admin. (1/64) D4  
 Caldwell Hall E4, agronomy  
 Campus Store C5, Barnes Hall  
 Carpenter C6, engineering library & admin.  
 Cascadilla Hall B7  
 Collyer Boat House, Cayuga Lake Inlet  
 Comstock Hall E4, entomology, limnology  
 Comstock House D2, women's residence  
 Cornell Quarters G7, student families  
 Crescent E6, football stadium  
 Dairy Bar Cafeteria (Stocking Hall) H5  
 Day Hall D5, administration  
 Dickson Hall E2, women's residence  
 Donlon Hall E1, women's residence  
 Ed. Field Serv., Placement D2, 320 Wait  
 Fernow Hall F4, conservation  
 Filter Plant J4  
 Food Storage and Laundry F7  
 Franklin Hall C3, Asian Studies, art  
 Gannett Medical Clinic C5  
 Goldwin Smith Hall C4, arts and sciences  
 Golf Course H2  
 Graphic Arts Services G6  
 Greenhouse F4, H4  
 Grumman D6, aero. engineering  
 Grumman Squash Courts E6  
 Hasbrouck Apts. G1, student residences  
 Heating Plant F6  
 High Voltage Lab. H7, 909 Mitchell St.  
 Hollister Hall C6, civil engineering  
 Hoy Field D6, baseball  
 Hughes Hall C6, law student residence  
 Hydraulic (Applied) Laboratory E3  
 Ind. & Labor Relations Conference Ctr. E5  
 Ives Hall D5, industrial & labor relations  
 "Japes" E2, recreation; meetings  
 Judging Pavilion H5  
 Kimball Hall D6, materials processing  
 Library (McGraw) Tower C4  
 Lincoln Hall C3, music, speech & drama  
 Lynah Hall E5, ice skating  
 Mann F4, agricultural-home economics library,  
     College finance, Bailey Hortorium  
 McGraw Hall C4, geology  
 Minns Garden E4  
 Moakley House H2, recreation center, golf

Morrill Hall C4, sociology, anthropology, modern languages, psychology  
 Morrison Hall H5, animal husbandry  
 Newman Hall E2, women's phys. ed.  
 Newman Laboratory D3, nuclear studies  
 Noyes Lodge E3, recreation, cafeteria  
 Nuclear Reactor Laboratory D6  
 Olin Hall, C6, chemical engineering  
 Olin (grad. & research) Library C4  
 Ornithology, Sapsucker Woods Rd. via Warren  
     & Hanshaw Rds., H1-2  
 Phillips D6, elec. eng., radiophysics & space res.  
 Plant Science Building E4  
 Pleasant Grove Apts. F1, student families  
 Poultry Research F4  
 Poultry Virus Disease Laboratory J5  
 Radiation Biology Lab., Warren Rd. H2  
 Rand D3, hospital admin., Computing Ctr.  
 Rice Hall F4, poultry husbandry  
 Riding Hall and Stables F6  
 Riley-Robb Hall G5, agricultural engineering  
 Risley Hall D2, women's residence  
 Roberts Hall E4, agriculture administration  
 Rockefeller Hall D4, physics  
 Rose Gardens, road to, J3  
 Sage Chapel C5  
 Sage Hall D5, graduate center  
 Savage Hall D4, nutrition  
 Schoellkopf Field and Hall E6, athletics  
 Service Building F7  
 Sibley Hall C3, architecture, history, govt.  
 Statler Hall D5, hotel administration  
 Stimson Hall D4, zoology  
 Stocking G5, dairy & food sci., bacteriology  
 Stone Hall E4, education  
 Suspension Bridge C3  
 Taylor (Anabel) Hall C6, interfaith ctr.  
 Taylor (Myron) Hall C6, law  
 Teagle Hall E5, men's physical ed. & sports  
 Thurston Court B2, student residences  
 Thurston Hall C6, engineering mechanics  
 Toboggan Lodge E3, recreation  
 Triphammer Bridge D3  
 University Halls B5, men's residences  
 University Press C2  
 Upson Hall D6, mechanical engineering  
 Uris (Undergraduate) Library C4  
 U. S. Nutrition Laboratory H4  
 Van Rensselaer Hall E4, home economics  
 Vegetable Gardens G7  
 Veterinary College J4  
 Veterinary Virus Research Laboratory H7  
 Visitor Information C5 and D5  
 von Cramm Scholarship Hall (men) A4  
 Warren E4, agric. economics, rural sociology  
 White Hall C3, mathematics  
 White Museum of Art D4  
 Willard Straight Hall C5, student union  
 Wing Hall G5





### 30 INDUSTRIAL AND LABOR RELATIONS

*(Continued from page 26.)*

In the fall semester: interests secured or pressing for recognition, such as freedom of religion, freedom of speech and press, freedom from discrimination, personal security, right of privacy. Special consideration will be given to the impact of communism on freedoms secured by the Bill of Rights. Relevant United States Supreme Court cases are read and discussed.

In the spring semester: the religious, philosophical, and historical roots of basic American ideals, such as individual dignity, justice, love, the higher law, the pluralistic society, democracy, freedom, equality.

There will be readings from the Bible, Plato, Sophocles, the Stoic philosophers, Renaissance thinkers, Locke, Emerson, William James, and others.

# THE GRADUATE PROGRAM

## ORGANIZATION OF GRADUATE WORK

THROUGH the Graduate School of Cornell University, the School of Industrial and Labor Relations offers an opportunity for candidacy for the degrees of Master of Industrial and Labor Relations (M.I.L.R.), Master of Science (M.S.), and Doctor of Philosophy (Ph.D.).

The program for the degree of Master of Industrial and Labor Relations provides for general coverage of the field of industrial and labor relations for those anticipating professional work. For the Master of Science degree the program provides for study in two selected areas, including research and preparation of a thesis, for those with more specific interests and with adequate background for such concentration.

Work leading to the Doctor of Philosophy degree is designed to give the candidate a thorough knowledge of selected areas as well as comprehension of the broad field of industrial and labor relations and to train him in the methods of research and scholarship in that field. The Ph.D. candidate is expected to maintain a high level of achievement and to show evidence of ability in independent investigation and study.

In cooperation with the School of Education, the School of Industrial and Labor Relations offers opportunities additional to those described above for work toward the degrees of Master of Education (M.Ed.) and Doctor of Education (Ed.D.). These degrees are designed to advance the qualifications of persons for instructional and leadership responsibility in various organizational settings, including academic institutions and business and labor organizations. Candidates for these degrees take their major work in the area of Development of Human Resources. (See page 39 of this *Announcement*.) The *Announcement of the School of Education* provides additional information concerning these two degrees.

Applicants for any of the degrees described above may occasionally be recommended for admission as provisional candidates under circumstances where it is initially difficult to appraise the qualifications for candidacy but where there is promise of ability to complete the program successfully. For the terms under which applicants may be admitted to provisional candidacy, consult the *Announcement of the Graduate School*.

When staff and facilities are available, a limited number of persons may be admitted as noncandidates for a period of not more than two terms of residence, in most cases. Noncandidate status is designed for those who wish to supplement academic or work experience with advanced training. Admission of noncandidates depends in each case on the merits of the applicant's proposed program of study and evidence of his ability to benefit from it.

Residence, language, and other detailed requirements for the degrees of Master of Science and Ph.D. are described in the *Announcement of the Graduate*

*School.* Certain of the general requirements for these degrees are described below. The requirements for the degree of Master of Industrial and Labor Relations are, with the approval of the Graduate School, administered by the School of Industrial and Labor Relations and are described in detail below.

## ADMISSION OF GRADUATE STUDENTS

Admission to graduate standing is determined by the Graduate School. Candidates for advanced degrees in the field of industrial and labor relations will be recommended to the Graduate School for admission in terms of the following criteria:

### 1. THE NATURE OF PREVIOUS ACADEMIC PREPARATION

- (a) *The Masters' degrees:* Candidacy for the Masters' degrees is normally open to those who have had preparation in one or more of the social sciences at the undergraduate level such as to permit effective concentration at the graduate level. Students with backgrounds in which exposure to the social sciences has been limited may be obliged to undertake some preparatory study before beginning advanced work in industrial and labor relations.
- (b) *The Ph.D. degree:* The applicant should have had previous academic training in the social sciences with emphasis in one or more of the following fields: anthropology, economics, government, history, industrial relations, education, labor problems, personnel management, psychology, sociology, statistics.
- (c) *The Master of Education or Doctor of Education degree with concentration in Development of Human Resources:* The applicant normally should have had experience and academic training in educational activities associated with initial training and subsequent development of persons for industrial employment.

### 2. THE CAPACITY FOR GRADUATE STUDY

High quality of preparation is requisite in all instances for admission to graduate study. Submission of the results of the *aptitude test* of the Graduate Record Examination is required. Information concerning times and places of the Graduate Record Examination may be obtained by writing to the Educational Testing Service, 20 Nassau Street, Princeton, New Jersey. Applicants should ensure that the Graduate Record Examination is completed well in advance of the application period since results are not available for at least a month after the completion of the test. For either fall or spring admission applications, the test given in the *preceding November* is strongly recommended.

### 3. WORK EXPERIENCE

Practical experience with labor, management, and government agencies dealing with industrial and labor relations or experience in industrial teaching or administration is desirable.

In certain instances, it may be necessary to interview applicants for graduate study prior to completing action on their admission. In such cases, applicants are interviewed in Ithaca (and occasionally elsewhere) by members of the Graduate Committee of the School and by other faculty members representing subjects in which the candidate proposes to study.

Applications for admission to graduate study should be in the hands of the Dean of the Graduate School by February 1 for September admission and by November 2 for February admission.

## **SPECIAL INFORMATION FOR GRADUATE STUDENTS**

Graduate students should see the *Announcement of the Graduate School* for information on health requirements on entrance, health services provided by the University, and opportunities for graduate students interested in advanced courses in military science.

## **GRADUATE HOUSING**

University dormitory housing is available to single graduate students upon application to the Department of Housing and Dining Services, Day Hall. Married graduate students may apply to the Manager of Housing, Department of Housing and Dining Services, for University-operated housing. Applications for all University housing should be made as soon as possible after January 1 for all fall matriculants; after October 1 for spring matriculants. Detailed information concerning University housing may be obtained by writing to the Department of Housing and Dining Services.

Sage Hall, the graduate center, provides dormitory housing for approximately 200 men and women. Situated in the center of the campus, it is convenient to all colleges. There is a cafeteria in the building.

Rooms and apartments adjacent to the campus or in the downtown area are available in limited number. Students desiring off-campus housing should arrange to come to Ithaca well in advance of the term opening to arrange such accommodation. Inquiries may be directed to the Office of Off-Campus Housing, Day Hall.

## **EXPENSES FOR GRADUATE STUDENTS**

### **TUITION AND FEES**

Graduate students whose major field of study is in Industrial and Labor Relations (a state-supported division of the University) is \$200 *per term*. A University General Fee of \$187.50 *per term* is required of each graduate student. Tuition and fees are payable within the first ten days of each term.

A description of other fees, of rules for vehicle registration, parking, and payments and refunds is included in the *Announcement of the Graduate School*.

*The amount, time, and manner of payment of tuition or any fee may be changed at any time by the Board of Trustees without notice.*

## **LIVING COSTS**

Living costs cannot be stated with the same degree of certainty as regular University charges since they depend to a great extent upon the individual's standard of living. Recent estimates indicate that single students spend from \$160 to \$215 a term for room; \$275 to \$325 a term for board. Laundry, done in Ithaca, may require \$25 to \$40 a term. Books, instruments, and other supplies will cost between \$35 and \$75 a term. Additional allowance must be made for clothing, travel, and incidentals.

## **FINANCIAL AID FOR GRADUATE STUDENTS**

### **GRADUATE ASSISTANTSHIPS**

The position of graduate assistant in the School of Industrial and Labor Relations is designed to provide the School with qualified personnel for various types of work of importance to the School and at the same time to provide financial assistance for outstanding graduate students. The graduate assistantship entails a commitment of twenty hours a week to academic activity such as assisting in instruction, research projects, or extension work.

Appointment to the graduate assistantship is made normally for the academic year and carries a stipend currently at the rate of \$240 per month. Moreover, tuition in the Graduate School for the regular terms is waived for the person holding a graduate assistantship. The assistantship does not provide for a waiver of fees in the Graduate School. A limited number of assistantships are normally available during the summer months. These appointments do not provide for a waiver of tuition in the University Summer Session.

Opportunity is provided for advanced graduate students in residence to qualify for research assistantships which enable the recipient to devote to thesis research the amount of time normally committed to a graduate assistantship. Application for the research assistantship is made under procedures announced by the Graduate Committee.

Applications for graduate assistantships to begin September, 1964, should be received not later than February 1, 1964, and for February, 1965, not later than November 2, 1964. Announcement of September appointments will be made on or after April 1, 1964. Applicants for admission to graduate study in industrial and labor relations who are interested in applying for graduate assistantships should write to the Graduate Field Representative, New York State School of Industrial and Labor Relations, Cornell University.

### **SCHOLARSHIPS AND FELLOWSHIPS**

The School of Industrial and Labor Relations has available the following fellowships and scholarships:

The Industrial and Labor Relations Graduate Fellowship, providing a stipend of up to \$3000 annually, subject to renewal for a second year. Tuition and fees are paid by the Fellow. It is the intention of the fellowship to attract persons with superior qualifications for advanced study in the field of industrial and labor relations. The fellowship will normally be awarded to a candidate undertaking Ph.D. work following completion of a Master's degree but may be awarded to



one beginning work at the Master's level. Selection of the fellowship winner will be made by the Graduate Committee of the School of Industrial and Labor Relations.

The Ford Foundation Master Fellowship Program is operated under the direction of Professor William F. Whyte. The program provides a fellowship stipend of \$3000 per year. Tuition and fees are paid by the Fellow. Fellowships will be available to graduate students, preferably those working on full-time thesis research or topics having to do with the application of the behavioral sciences to problems of the business institution.

The Kennecott Copper Corporation has established a fellowship in Industrial and Labor Relations for graduate students studying for an advanced degree in this field. The program provides a stipend of \$2500 a year to the Fellow, with an additional grant to the School from which tuition and fees will be met. While the award is made without any obligation on the part of the Company or the recipient, the donors hope that a good percentage of the highly promising students holding this fellowship will become acquainted with, and interested in, working for the Company.

The Theodore S. Lisberger Memorial Scholarship provides modest grants in varying amounts to graduates or undergraduates studying in the field of human relations. Awards are based on the applicant's promise of exceptional academic performance or ability in research, and vary in amount according to estimated financial need. Preference is given to qualified candidates who have had work experience in industry.

The School also has available four tuition scholarships normally awarded to students from foreign countries. The awards are for tuition only and do not include Cornell University general fees.

The Graduate School of Cornell University has a number of general scholarships and fellowships for which candidates in the Field of Industrial and Labor Relations may be considered. Stipends range from \$2000 to \$3000 for a calendar year and include waiver of tuition and fees. All fellowship and scholarship awards are made as tax-exempt gifts.

For further details concerning scholarships and fellowships, applicants are referred to the *Announcement of the Graduate School*. Application forms may be obtained from the Office of the Graduate School, 125 Day Hall, and should be submitted no later than February 1.

Information on New York State Awards (Scholarship Incentive Plan and Regents College Teaching Fellowships) may be obtained by writing to the Regents Examination and Scholarship Center, New York State Education Department, Albany 1, New York.

## GRADUATE DEGREE REQUIREMENTS

### RESIDENCE

Residence is calculated in terms of residence units: one residence unit corresponds to one academic term of full-time study satisfactorily completed.

A minimum of two units of residence for a Master's degree and six units of residence for a Ph.D. degree has been established by the Graduate School. For the Master of Industrial and Labor Relations the program requirements are

such, however, that three terms of study are required. *More than the minimum period of residence may be required for any of the graduate degrees, depending on the adequacy of prior preparation, academic performance, and other conditioning factors. This is particularly likely in the case of graduate students whose native language is not English.* Under appropriate circumstances and with the approval of the Dean of the Graduate School, residence credit can be earned during the summer.

## ACADEMIC PROGRAMS

### MASTER OF INDUSTRIAL AND LABOR RELATIONS

A candidate for the degree of M.I.L.R. follows a program of study designed to fulfill the requirements outlined below. In planning the program of study to meet the requirements the candidate is aided by an adviser and may arrange his program to permit flexibility in the sequence of courses and seminars. Three terms of study in residence and the completion of twelve courses or seminars are required. In addition to the formal requirements, candidates will in many instances want to spend time on special reading or informal study and will be encouraged to do so with appropriate relation to interest, prior preparation, and objectives.

There are three basic requirements for the M.I.L.R. degree, as follows:

**REQUIREMENT A . . .** A candidate will be required to demonstrate competence in each of eight subject matter fields of the School.

A candidate who demonstrates competence in meeting Requirement A by exemption or by examination may elect, in consultation with his adviser, other courses or seminars to fill out his program. In any case, however, a total of eight courses or seminars will be needed to satisfy Requirement A. The basic courses referred to above for subject matter fields are as follows:

Collective Bargaining I, ILR 500

Economic and Social Statistics, ILR 510

Labor Economics, ILR 540

Labor Union History and Administration, ILR 505

Social Security and Protective Labor Legislation, ILR 544

Organizational Behavior I and II, ILR 520-521, plus one elective course from that subject matter area.

**REQUIREMENT B . . .** A candidate will be required, in addition, to complete satisfactorily four seminars or courses, either from within the School or elsewhere in the University, as determined in consultation with the student's adviser.

**REQUIREMENT C . . .** Satisfactory completion of a final comprehensive examination in the field of industrial and labor relations. The comprehensive examination shall be taken near the end of the third term unless, in the opinion of the Graduate Committee, unusual circumstances warrant a change. Candidates for the M.I.L.R. degree who fail to pass the comprehensive examination may take the examination a second time but not earlier than three months and not later than two years after the date of the first examination.

## MASTER OF SCIENCE

A candidate for the Master of Science (M.S.) degree works under the direction of a Special Committee composed of two members of the faculty. For the degree of M.S., selection of the major subject is made from the list given below. The minor subject may be selected either from this list or from other subjects in the University approved by the Graduate School for major or minor study. The specific program to be taken by a candidate will be arranged with the approval of the candidate's Special Committee. In addition to courses and seminars available in this School, candidates may select offerings from other divisions of the University. The M.S. candidate must complete satisfactorily, not later than the end of the first month of his second term of residence, a language examination in one foreign language designated by the Chairman of his Special Committee. The candidate must also complete an acceptable thesis. The thesis is ordinarily written in the candidate's major field and under the direction of the Chairman of his Special Committee. Details as to program, foreign language, thesis, and examination requirements may be determined after the selection of the Special Committee.

## DOCTOR OF PHILOSOPHY

A candidate for the Ph.D. degree works under the direction of a Special Committee composed of three members of the faculty. The program for a Ph.D. candidate is arranged and approved by the student's Special Committee in accordance with the following general requirements for the Ph.D. degree:

1. A minimum of six units of residence as a graduate student.
2. The satisfactory completion, under the direction of a Special Committee, of work in one major subject and two minor subjects. The candidate is expected to take one of the minor subjects outside the field of industrial and labor relations.
3. Certain requirements in foreign language.
4. The presentation of an acceptable thesis.
5. The passing of a qualifying examination and a final examination.

The candidate is advised to consult the *Announcement of the Graduate School* for further details concerning the requirements for the above degrees.

## APPROVED MAJOR AND MINOR SUBJECTS FOR THE M.S. AND PH.D. DEGREES

Candidates for the M.S. and Ph.D. degrees proposing to major in industrial and labor relations must select a major area of specialization from the four subjects listed below:

Collective Bargaining, Labor Law, and Labor Movements  
Economic and Social Statistics  
Organizational Behavior  
Labor Economics and Income Security

In addition to the list above, as well as other approved subjects in the various fields of the Graduate School, the following areas may be offered as minor subjects:

International and Comparative Labor Relations

Industrial and Labor Relations Problems (available only as a minor for candidates majoring in fields outside industrial and labor relations)

Candidates for the Master of Industrial and Labor Relations do not select majors or minors but, rather, follow a program designed to provide broad coverage and some specialization in the field of industrial and labor relations.

For both the M.S. and Ph.D. degrees emphasis is placed upon independent study and research. The following are minimum requirements prerequisite to the independent investigations required for these degrees:

**COLLECTIVE BARGAINING, LABOR LAW, AND LABOR MOVEMENTS**

. . . For a Ph.D. major the candidate must show proficiency in the following areas of knowledge: (1) history of the labor movement and collective bargaining in the United States; (2) history of unionism and labor relations in major industries; (3) theories of labor unionism and collective bargaining; (4) structure, government, administration, and activities of the labor movement and of major national unions; (5) structures, procedures, practices, and major issues in collective bargaining; (6) federal and state legislation, and leading cases in labor relations law; (7) role of government in labor relations, with emphasis on the methods and implications of different forms of dispute settlement; (8) history and problems of labor movements and labor relations in other countries; (9) bibliography and major sources of information in collective bargaining and labor unionism.

For a Ph.D. minor, (1), (3), (4), (5), (6), and (7) are required.

For an M.S. major, (1), (4), (5), (6), and (7) are required.

For an M.S. minor, (1), (4), and (5) are required.

**ECONOMIC AND SOCIAL STATISTICS** . . . For a major in this subject the candidate must show (1) thorough understanding of the principles of statistical reasoning; (2) proficiency in the use of statistical methods and in the processing of statistical data; (3) competence in applying the proper statistical tools of analysis to a specific topic in economics or social studies, including a thorough knowledge of statistical sources.

For a minor, the level is less advanced than for a major.

**ORGANIZATIONAL BEHAVIOR** . . . For a major in this subject, the candidate must demonstrate:

- I. Knowledge of the fields basic in individual and social behavior and of concepts of administration.
- II. Competence in one of the three areas of study, as follows:
  - A. *Human Relations.* (1) Principal human relations problems found in industrial and labor relations, and the bearing of these problems on collective bargaining and labor and management organizations; (2) theories of human organization; (3) effect of organization structure, work-flow, and technology on individual and group relations; (4) problems involved in the relationship between industry and society.

B. *Development of Human Resources.* (1) Significant problems and issues related to the education and training of the work force. Historic trends in the philosophies, policies, and practices of public and private organizations concerned with the development of manual, technical, and managerial personnel; (2) current social, economic, political, and technological factors influencing the development of human resources; (3) organizational behavior and administrative practices as they affect the growth and development of the individual; (4) theoretical and applied aspects of organizing and managing developmental programs in particular organizations; (5) principal concepts of learning and of educational methods related to the development of human resources.

C. *Personnel Management.* (1) The nature and scope of the personnel function and the social, economic, and political factors which influence its development; (2) the organization of the personnel function and the techniques, methods, and procedures utilized in carrying on the personnel activities of an organization; (3) industrial and labor legislation and regulatory functions of government as related to the personnel function; (4) basic factors affecting the relationships between individuals and groups within an organization and among organizations as related to the personnel function.

III. Ability to isolate issues worthy of research, to identify and locate relevant studies or other sources of information, and independently to develop and conduct additional research.

For a minor, I and III and either II-A (1) and (4) or II-B (1), (2), and (5) or II-C (1) and (2).

*LABOR ECONOMICS AND INCOME SECURITY . . .* This subject involves analysis of the labor force, labor markets, wages and related terms of employment, income distribution, unemployment, health and safety in industry, superannuation, and private programs and legislation designed to meet income and employment problems.

For a major in this subject, the candidate must demonstrate (1) comprehensive knowledge of historical developments and current issues in the area of employment and income; (2) skill in analysis of economic, political, social, and administrative problems in this field; (3) knowledge of the significant legislation dealing with income, employment, and employee welfare; (4) detailed acquaintance with the literature and sources of information in the field; (5) familiarity with income and employment problems and related legislation in selected foreign countries.

For a minor, (2) and (3) are required.

*INTERNATIONAL AND COMPARATIVE LABOR RELATIONS . . .* (Available only as a minor subject.)

This subject is concerned with (1) the development and current role of labor movements in countries in various stages of industrialization with special reference to ideological, economic, political, and social factors influencing the history, policies, and activities of labor organizations; (2) the development of an industrial labor force in the context of social and cultural change; (3) similarities and diversities in systems of labor-management relations at different stages of eco-

conomic development; (4) labor market, wage policy, and economic security problems, especially in countries undergoing rapid economic change; and (5) the development and programs of national and international organizations (ILO, ICFTU, WFTU, ITS, U.S. government agencies, trade unions, and management) having special competence and interests in international labor questions.

In addition to attaining, through comparative study and other methods, a basic knowledge of (1), (2), (3), (4), and (5), students electing a minor in International and Comparative Labor Relations are expected to acquire a thorough knowledge of labor problems and labor-management relations in *one* specific country or area other than the United States.

**INDUSTRIAL AND LABOR RELATIONS PROBLEMS . . .** (Available only as a minor to graduate students in fields of study other than Industrial and Labor Relations.)

A candidate for an advanced degree must have a general understanding of the subject matter in the field of industrial and labor relations. In order to prepare for a minor in this field, the candidate will normally complete three to five courses in accordance with a program approved by his Special Committee.

## GRADUATE COURSES AND SEMINARS

Undergraduate courses may often form an appropriate part of the graduate student's program; hence attention is directed to industrial and labor relations undergraduate offerings described elsewhere in this Announcement. Graduate students in the Field of Industrial and Labor Relations may also enroll in courses and seminars offered in other fields of the Graduate School. In the School of Industrial and Labor Relations graduate courses are numbered 500 to 599; graduate seminars are numbered 600 to 699. Advanced undergraduate students may, with the permission of the instructor, register in graduate courses and seminars. ILR graduate students may register directly in 500-level courses but may register in graduate seminars only with the permission of the instructor. The listing of graduate faculty which appears below reflects the graduate subject of primary interest to the staff member.

### COLLECTIVE BARGAINING, LABOR LAW, AND LABOR MOVEMENTS

Mr. JENSEN, *Chairman*, Mrs. COOK, Mrs. McKELVEY, Messrs. CARPENTER, CULLEN, DOHERTY, HANSLOWE, KONVITZ, KORMAN, MORRIS, NEUFELD, WINDMULLER.

**500. COLLECTIVE BARGAINING I.** Credit three hours. Fall and spring terms. Not open to ILR undergraduate students. Mr. CULLEN or Mr. JENSEN.

A comprehensive study of collective bargaining with special emphasis being given to legislation pertinent to collective bargaining activities as well as to the techniques and procedures of bargaining and to the important substantive issues that come up in negotiation and administration of the collective

agreement. Attention will also be given to problems of handling and settling industrial controversy.

**501. COLLECTIVE BARGAINING II.** Credit three hours. Spring term. Prerequisite: ILR 500 or equivalent. Mr. ———.

A detailed study of contract making and administration with particular reference to recent trends and problems in collective bargaining. Attention will be given to several representative industries, and prevailing agreements and case problems will be studied.

**502. LABOR RELATIONS LAW AND LEGISLATION.** Credit three hours, Spring term. Open to non-ILR students by permission of instructor. Mr. HANSLOWE or Mr. KONVITZ.

A comprehensive survey and intensive analysis of the labor relations law in which an exam-

ination is made of the extent to which the law protects and regulates concerted action by employees in the labor market. The legal framework within which the collective bargaining takes place is considered and analyzed. Problems of the administration and enforcement of the collective agreement are considered, as are problems of protecting the individual member-employee rights within the union.

**503. ARBITRATION.** Credit three hours. Spring term. Prerequisite: ILR 300 or ILR 500. Mrs. McKELVEY or Mr. JENSEN.

A study of the place and function of arbitration in the field of labor management relations, including an analysis of principles and practices, the preparation and handling of materials in briefs or oral presentation, and the work of the arbitrator, umpire, or impartial chairman.

**504. LABOR DISPUTE SETTLEMENT.** Credit three hours. Fall term. Prerequisite: ILR 300 or ILR 500. Mrs. McKELVEY.

A historical and contemporary study of the role of government in the adjustment of labor disputes, including such topics as the Railway Labor Act, War Labor Disputes Act, War Labor Board, and recent legislation dealing with national emergency strikes and state compulsory arbitration statutes; the leading administrative agencies in this field, including the Federal Mediation and Conciliation Service and the Atomic Energy Panel; state mediation agencies with special emphasis on the New York State Board of Mediation; municipal mediation services; and an analysis of the various governmental techniques for dealing with labor disputes, including injunctions, seizure, and compulsory arbitration.

**505. LABOR UNION HISTORY AND ADMINISTRATION.** Credit three hours. Fall term. Not open to ILR undergraduate students. Mrs. COOK, Mr. BROOKS, or Mr. NEUFELD.

A presentation of the history of labor in America, with some reference to colonial and early nineteenth-century labor, but with emphasis upon post-Civil War trade union development; an analysis of the structure and functions of the various units of labor organization, ranging from the national federation to the local union; and some consideration of special problems and activities such as democracy in trade unions and health and welfare plans.

**506. READINGS IN LABOR UNION HISTORY.** Credit three hours. Fall term. Prerequisite: ILR 301 or ILR 505. Mrs. COOK or Mr. NEUFELD.

A seminar covering intensively, in historical sequence, the key documents, studies, and memoirs of the American labor movement. Primarily designed to aid students in orienting themselves systematically and thoroughly in the field.

**507. THEORIES OF LABOR MOVEMENTS.** Credit three hours. Spring term. Prerequisite: ILR 301 or ILR 505. Mrs. COOK or Mr. NEUFELD.

An examination of the leading theories of labor movements designed to explain the origins, functions, aims, methods, and forms of labor unionism.

**LABOR LAW I** (Law 43). Fall term. Mr. HANSLOWE.

Functions and processes of union representation of workers and of collective bargaining; administration of the collective bargaining contract, grievances and arbitrations. Study of decisions and statutes relating to the right of workers to act in combination, including legal aspects of strikes, picketing, and related activities; administration of the Labor Management Relations Act relating to employers', unions', employees', and the public's rights and obligations and to problems of representation; and court decisions under that act and the National Labor Relations Act.

**600. LABOR RELATIONS LAW AND LEGISLATION.** Credit three hours. Fall term. Mr. HANSLOWE or Mr. KONVITZ.

Following a brief survey of the development of labor relations law and legislation in the United States, an intensive study will be made of selected controversial aspects of the subject. Concentration will be on the questions that currently have a special interest because of their impact on public opinion as well as on labor-management relations. Some of the problems that will probably be analyzed are: national emergency disputes; strikes by public employees (e.g., teachers); limits on organizational picketing; the secondary boycott; enforcement of arbitration clauses and awards; legal aspects of featherbedding in some selected industries.

**601. COLLECTIVE BARGAINING.** Credit three hours. Fall and spring terms. Mrs. McKELVEY, Mr. CULLEN, or Mr. JENSEN.

An intensive analysis of the process and procedures of collective bargaining and the substantive issues in labor-management relations. Special consideration is given to the techniques and procedures used in drafting and administering the collective agreement, with emphasis being placed on the day-to-day problems that grow out of the administration of labor-management relations.

**602. PROBLEMS IN LABOR LAW.** Credit three hours. Spring term. Mrs. McKELVEY and Mr. HANSLOWE.

Intensive analysis of selected groups of legal problems arising out of labor relations, based on documentary materials including briefs, minutes, court, and agency proceedings. Weekly or biweekly written reports are required.

In 1964 this course will be concerned mainly with problems in labor arbitration and arbitration law.

**603. GOVERNMENTAL ADJUSTMENT OF LABOR DISPUTES.** Credit three hours. Spring term. Mrs. McKELVEY or Mr. JENSEN.

A study of particular problems of the role of the government in the adjustment of labor disputes. Opportunity is afforded to investigate and analyze the various techniques which are commonly used, and to investigate particular governmental agencies and their operations, including federal, state, and municipal agencies.

**604. THEORIES OF INDUSTRIAL AND LABOR RELATIONS.** Credit three hours. Spring term. Mr. KONVITZ.

A study of some significant ideas that have played important roles in our industrial society, especially for their effects on labor-management relations. The approach is philosophical and ethical but with an awareness of the sociological role of ideas. In the past, the semester was devoted to a study of labor relations theories from the standpoint of Marxist ideology (Marx, Engels, and Laski); labor relations from the standpoint of the economic and social theories of Adam Smith and his predecessors; theories of the nature of work in recent Roman Catholic and Protestant theology.

**605. LABOR UNION HISTORY AND ADMINISTRATION.** Credit three hours. Spring term. Prerequisite: I.L.R. 506 and 507, or permission of the instructor. Mrs. COOK or Mr. NEUFELD.

Special, intensive studies in the history, structure, administration, government, and internal management of labor unions and confederations of unions. During each semester a different phase of labor union history and administration will be examined. Examples of such problems, varying from semester to semester, are unity in the American labor movement; left-wing unionism; racketeering and corruption; democratic practices; the purposes and techniques of great organizational drives; unions and political action; the role of business and unionism in American life; unions and the community; unions and their relationship with government; unions and in-

ternational affairs; and the accomplishments of labor unions in such fields as education, banking, housing, pension systems, health and welfare services, cooperatives, public relations, and community services.

**699. DIRECTED STUDIES.** Credit to be arranged. Fall and spring terms.

For individual research conducted under the direction of a member of the faculty.

## ECONOMIC AND SOCIAL STATISTICS

Mr. MCCARTHY, *Chairman*, Mr. BLUMEN.

**510. ECONOMIC AND SOCIAL STATISTICS.** Credit three hours. Fall and spring terms. Mr. ———.

A nonmathematical course for graduate students in the social studies without previous training in statistical method. Emphasis will be placed on discussion of technical aspects of statistical analysis and on initiative in selecting and applying statistical methods to research problems. The subjects ordinarily covered will include analysis of frequency distributions, time series (including index numbers), regression and correlation analysis, and selected topics from the area of statistical inference.

**610. ECONOMIC AND SOCIAL STATISTICS.** Credit three hours. Fall term. Mr. ———.

The seminar will be devoted to the study of selected topics from economic and social statistics, such as techniques in multivariate analysis and recent developments in time series analysis.

**613. MATHEMATICAL PROBLEMS IN THE SOCIAL SCIENCES.** Credit three hours. Spring term. Prerequisite: two terms of statistics and/or mathematics, or permission of instructor. Mr. ———.

Mathematical formulations in the social sciences will be discussed critically in terms of illustrations relevant to the interests of members of the seminar. Examples of problems which may be considered are those which occur in dealing with accident proneness, the relation between individual values and social choice, mathematical models of opinion change, etc. Attention will be directed toward the logical structure of suggested solutions rather than toward development of manipulative techniques.

**614. THEORY OF SAMPLING.** Credit three hours. Spring term. Prerequisite: calculus and one course in statistics beyond the introductory level. Mr. ———.



A companion course to ILR 310, Design of Sample Surveys, stressing the development of the fundamentals of sampling theory. Attention will be paid to recent progress in the field. Occasional illustrative material will be given to indicate the application of the theory.

**699. DIRECTED STUDIES.** Credit to be arranged. Fall and spring terms.

For individual research conducted under the direction of a member of the faculty.

## ORGANIZATIONAL BEHAVIOR

### (DEVELOPMENT OF HUMAN RESOURCES, HUMAN RELATIONS, AND PERSONNEL MANAGEMENT)

MR. WHYTE, *Chairman*, MESSRS. BREER, CAMPBELL, FOLTMAN, FRIEDLAND, GRUENFELD, HODGES, LANDSBERGER, MESICS, F. MILLER, RISLEY, ROSEN, SMITH, TRICE, WASMUTH, WILLIAMS.

Graduate students majoring or minoring at the Master's or doctoral level in the area of organizational behavior will normally complete the core offering in this area, Organizational Behavior I and II, ILR 520, 521. Depending upon the nature of the program of the individual student, both courses may be taken in the same term, or they may be taken in different terms with either course preceding the other. All M.I.L.R. students will be expected to take both core courses as well as an elective course within the subject area of organizational behavior as a part of their program unless exempted under procedures established in the M.I.L.R. program. ILR 523, Personnel Administration, is recommended as the optional course within the subject area.

**520. ORGANIZATIONAL BEHAVIOR I.** Credit three hours. Fall and spring terms. Required of graduate students majoring or minoring in the area of organizational behavior and M.I.L.R. candidates. Open to other graduate students with a major or minor in the field of industrial and labor relations. Department faculty.

Survey of concepts and studies from the fields of psychology, social psychology, and sociology selected for their pertinence to the area of organizational behavior. The relationship between research findings and application to organizational problems will be stressed. Consideration of individual differences of various kinds; attitude formation and its relation to social processes; factors affecting different kinds of learning; motivation and its relationship to productivity; perception and its relationship to evaluation of performance; leadership and the influence process; group

formation and its effect on the individual and the organization.

**521. ORGANIZATIONAL BEHAVIOR II.** Credit three hours. Fall and spring terms. Required of graduate students majoring or minoring in the area of organizational behavior and M.I.L.R. candidates. Open to other graduate students with a major or minor in the field of industrial and labor relations. Department faculty.

Organizational Behavior II deals primarily with three major subject matter areas including: (1) the structure and dynamics of organizations, (2) the administration of the employee relations functions, and (3) cases and problems which help the student to integrate and apply conceptual understandings underlying work in the subject of organizational behavior. Designed to provide graduate students with the basic background and understanding of the organization and management of organizations and of the problems arising within the organizational context. The basic background, coupled with work in employee relations, is designed as a preliminary to more intensive work in organizational behavior.

**522. SURVEY OF HUMAN RELATIONS RESEARCH AND THEORY.** Credit three hours. Spring term. Prerequisite: ILR 520 and 521 or consent of instructor. MR. LANDSBERGER, MR. ROSEN, or MR. WHYTE.

Intended for students who wish to do more intensive work in the field of human relations in industry. Writings in the traditional areas of this field will be covered: the relation of work groups to the larger organization; attitudes to work, to payment systems, and to supervision; studies of trade unions as complex organizations; the interaction between personality and bureaucracy. Also included are related areas from sociology, such as industry and community relations, social mobility, cultural and subcultural values, and their effect on behavior in industry; as well as related areas from psychology, such as personality and occupation.

**523. PERSONNEL ADMINISTRATION.** Credit three hours. Alternate terms. Prerequisite, ILR 520 or ILR 521. MR. MESICS, MR. MILLER, MR. TRICE, or MR. WASMUTH.

A basic graduate course covering the major areas of personnel administration as they relate to human behavior in organizations. Intensive consideration will be given to personnel functions including selection and placement, compensation, training and development, employee-employer relations, health and safety, employee benefits and services, and personnel research. Attention will be given to the per-

sonnel function as carried on in both large and small organizations. Extensive readings in the literature of the field and the discussion of case problems.

**524. PUBLIC POLICY AND DEVELOPMENT OF HUMAN RESOURCES.** Credit three hours. Fall term. Mr. FOLTMAN.

Analysis of the need for development of human resources, trends in work force requirements and implications for public policy, the role of government and of educational institutions in providing development programs, and the effectiveness of such programs. Attention to the rationale, organization, and administration of specific programs, such as apprenticeship, vocational and technical schools, technical institutes, university programs for development of technical, scientific, and managerial skills, and the foreign technical assistance program. Implications and problems of public support for the development of human resources.

**525. PERSONNEL SELECTION AND PLACEMENT.** Credit three hours. Spring term. Prerequisite: I.L.R. 210, 510, or equivalent. Permission of instructor is required for non-I.L.R. students. Mr. ROSEN or Mr. TRICE.

A study of the employment function in personnel administration. Designed to analyze the techniques and devices used in the recruitment, interviewing, testing, selection, and placement of personnel. Emphasis is placed on applied psychological measurement principles and techniques. Interviews, personal history analysis, psychological tests, and the evaluation of these procedures in terms of appropriate criteria of success on the job will be considered in detail.

**526. ADMINISTRATION OF COMPENSATION.** Credit three hours. Fall and spring terms. Open to graduate students and upper-classmen who have completed I.L.R. 321, 521, 523 or equivalent. Fall term: Mr. PERRINS. Spring term: Mr. ———.

The development and administration of wage and salary programs with major emphasis on internal consideration. Subjects include program principles, objectives, and policies; organization of the function; and procedures to implement policies. Topics include job and position analysis; preparation of description-specifications; job evaluation; incentive applications; wage and salary structures; the use of wage surveys; supplemental payments, including premium pay, bonuses, commissions, and deferred compensation plans; and the use of automatic increment provisions. Case studies and assigned projects will cover selected programs.

**527. MANAGEMENT AND LEADERSHIP DEVELOPMENT.** Credit three hours. Fall term. Mr. FOLTMAN or Mr. ROSEN.

Study of the factors affecting the growth and development of managers and leaders in industrial and other organizations. Consideration is given to the organizational environment; formal and informal developmental programs; leadership theory; and individual attitudes and beliefs. Special emphasis is given to analysis of specific case studies of actual practice.

**528. CASE STUDIES IN PERSONNEL ADMINISTRATION.** Credit three hours. Fall term. Mr. MESICS or Mr. WASMUTH.

Cases demonstrating the application of the various functions carried on by personnel administrators are derived from practical situations in organizations. Cases highlight problems, processes, and techniques for student consideration through the incident process of discussion. Students are required to prepare individual cases for class presentation and discussion.

**529. DESIGN AND ADMINISTRATION OF TRAINING PROGRAMS.** Credit three hours. Spring term. Mr. FOLTMAN or Mr. MESICS.

A comprehensive study of organizational training with special emphasis on intraorganization policy, program, and evaluation. Attention will be given, through case discussion, to the philosophy and administration of selected training programs.

**561. INTRODUCTION TO ATTITUDE AND OPINION MEASUREMENT.** Credit three hours. Fall term. Prerequisite: An introductory statistics course equivalent to I.L.R. 210 or I.L.R. 510. Open to graduate students, juniors, and seniors. Mr. ROSEN.

An applied course in survey research methods and the construction of paper-and-pencil attitude measuring instruments. Methods appropriate for employee morale, job satisfaction and labor market studies, market and consumer research, public relations and communications studies, public opinion polls, and theoretical attitude studies. Laboratory work will include an actual community survey as a semester project. Additional laboratory work on item writing, Thurstone scales, Likert scales, Q-Sort, Semantic Differential, rating, ranking and pair-comparison techniques, sociometric measures, content analysis, and projective devices. The mechanics and relative advantages and disadvantages of these techniques will be demonstrated. Common problems such as response sets and refusals will be examined.

**620. METHODS OF RESEARCH.** Credit three hours. Fall term. Mr. WILLIAMS.

An analysis of research methodology and strategies and their appropriateness in various projects in the field of industrial relations. The first part is devoted to the language and concepts of research and theory. Qualitative and quantitative orientations to research are explored. Data collection and analysis problems are reviewed, using methodologies such as interviewing, observation, documentation, survey methods, and laboratory experiments. The role of the researcher, from the point of view of data collection and ethics, is examined. The course also provides some orientation to data handling techniques, such as coding and use of IBM equipment. The term paper involves the preparation of a research proposal. Substantive research findings are reviewed.

**621. METHODS OF HUMAN RELATIONS RESEARCH.** Credit three hours. Spring term. Mr. BREER, Mr. LANDSBERGER, Mr. ROSEN, Mr. WYTYE, or Mr. WILLIAMS.

Emphasis will be placed upon methods of interviewing and field observation. Students will be required to spend the equivalent of one day a week in field work on an actual project or in a training experience.

**623. SMALL GROUPS.** Credit three hours. Fall term. Mr. BREER.

A seminar devoted to the study of interpersonal relations in small groups. Readings and discussions will be directed to the following topics; attraction, conformity, interaction process, leadership, group effectiveness, and intergroup relations. Classroom training in methodological techniques will be supplemented by individual research projects. Emphasis will be placed throughout on the theoretical integration of empirical findings.

**625, 626. PERSONNEL ADMINISTRATION.** Credit three hours. Fall and spring terms, respectively. Fall term: Mr. MESICS. Spring term: Mr. ———.

A seminar in which intensive study will center in one or two specific areas of personnel administration, each student taking some facet of the selected area. For example, the area of evaluation of personnel functions might be selected, with each student taking as his seminar project the evaluation of a particular personnel function. Other areas that might be chosen for intensive study are policy formulation and implementation; wage and salary administration; communication; organizational and personal development; testing and rating, training, attitude and morale studies, and personnel research. Designed to provide a framework for individual and group

research efforts in the area of personnel administration and to constructively aid such research. Seminar time will be made available for a review of such efforts. Readings, field visits, and guest speakers are included.

**627. CURRENT ISSUES AND RESEARCH IN HUMAN RESOURCES DEVELOPMENT.** Credit three hours. Fall and spring terms. Fall term: Mr. FOLTMAN or Mr. ROSEN. Spring term: Mr. FOLTMAN or Mr. LANDSBERGER.

A graduate seminar centering on selected issues and relevant research involved in the development of managerial and work force skills (particular emphasis for the seminar to be determined with the seminar group). Seminar papers and class discussions might concentrate on such topics as management development, impact of technological change on training programs, development of scientific and professional personnel, or labor union education.

**628. PUBLIC RELATIONS AND COMMUNICATIONS CASES AND PROBLEMS.** Credit three hours. Spring term. Mr. HONGES.

A seminar dealing with representative cases and problems in the public and in-plant relationships of industry and labor, with particular emphasis on employee communications and community relations.

**629. PRACTICUM IN APPLIED RESEARCH METHODS.** Credit three hours. Spring term. Prerequisite: IIR 510 or permission of instructor. IIR 620 is recommended background. Department faculty.

Will focus on a field study to be conducted by the class as a group. Depending upon the needs of potential cooperating institutions, the research might focus on such problems as employee or union member attitudes, vocational guidance problems, training program studies, labor turnover or other personnel problems requiring measurement of individual differences in an organizational setting. Applied experimental design, measurement techniques, and data analysis will be emphasized. Literature and theory related to the particular problem selected for study will be examined.

**699. DIRECTED STUDIES.** Credit to be arranged. Fall and spring terms.

For individual research conducted under the direction of a member of the faculty.

## INTERNATIONAL AND COMPARATIVE LABOR RELATIONS

Mr. WINDMULLER, *Chairman*, Mrs. COOK, Mrs. McKELVEY, Messrs. ARONSON, CLARK,

## 46 INDUSTRIAL AND LABOR RELATIONS

FRIEDLAND, HILDEBRAND, JENSEN, KONVITZ, LANDSBERGER, MORRIS, NEUFELD, WHYTE.

The graduate student minoring in International and Comparative Labor Relations should be aware that additional course and seminar offerings relevant to his interest are included in the course listings of the major subjects of the field of industrial and labor relations and of other fields.

**530. INTERNATIONAL AND COMPARATIVE LABOR PROBLEMS I.** Credit three hours. Fall term. Prerequisite for non-I.L.R. students: I.L.R. 250 or equivalent. Mr. WINDMULLER.

An introductory course concerned with the labor movements and industrial relations systems of countries in advanced stages of industrialization. It includes a review of the history, philosophy, structure, and activities of labor organizations in the larger European countries (especially Great Britain, France, Germany, and Soviet Russia); and an analysis of comparative industrial relations problems, including collective bargaining, wage policies, worker participation in management functions, and industrial disputes settlement procedures. The course will also deal with the emerging labor problems of European economic integration.

**531. INTERNATIONAL AND COMPARATIVE LABOR PROBLEMS II.** Credit three hours. Spring term. Prerequisite for non-I.L.R. students: I.L.R. 250 or equivalent. Mr. WINDMULLER.

A comparative study of the labor problems of countries in early and intermediate stages of economic development, including the development of an industrial labor force, the history and functions of labor organizations, the role of government in industrial relations, and the emergence of different patterns of labor-management relations. A part of the term will be devoted to an examination of labor problems in selected countries in Asia, Africa, the Middle East, and the Western Hemisphere.

**532. SOCIAL PROBLEMS OF INDUSTRIALIZATION.** Credit three hours. Fall term. Open to seniors who have had one year of sociology, or to juniors with permission of instructor. Mr. FRIEDLAND.

A comparative, cross-cultural analysis of industrialization as a social process. An examination of pre-industrial and industrial societies; social and cultural prerequisites for industrialization; ideologies and their role in the shift to industrialism; the role of elites in the industrializing process, the social requisites for the organization of a modern labor force; responses to industrialization.

**533. LABOR RELATIONS IN THE WESTERN HEMISPHERE.** Credit three hours. Spring term. Open to graduate students and to seniors by permission of instructor. Reading knowledge of Spanish or Portuguese desirable. Mr. MORRIS.

A survey of labor relations in the Western Hemisphere with emphasis upon Latin America. A theoretical framework for analysis of labor relations systems in developing economies is presented and applied to the Latin American area. This is followed by a general treatment of labor codes, the administration and enforcement of labor law, organized labor and political parties, and labor-management relations. The labor movements and labor relations systems of several of the twenty Latin American republics and Canada are then discussed in their economic and political settings and with regard to particular as well as common characteristics. Comparisons are made with U.S. experience wherever possible. Finally, the history and present status of hemisphere labor movements are presented and special comment is made on the different roles of U.S. and Canadian labor in these movements.

**630. INTERNATIONAL AND COMPARATIVE LABOR PROBLEMS.** Credit three hours. Fall term. Prerequisite: I.L.R. 530 or 531 or consent of instructor. Mr. WINDMULLER.

Students will examine selected problems in labor relations in the light of international and comparative experience and will be expected to prepare, discuss, and defend individual research papers. Seminar topics will vary from year to year in line with student and faculty interests.

**631. SOCIAL PROBLEMS OF INDUSTRIALIZATION.** Credit three hours. Spring term. Admission with permission of instructor. Mr. FRIEDLAND.

A seminar concerned with social aspects of the process of industrialization for students already conducting research in this area. Students will have the opportunity to present papers, and discuss recent advances in the study of social change which is the product of industrialization.

**699. DIRECTED STUDIES.** Credit to be arranged. Fall and spring terms.

For individual research conducted under the direction of a member of the faculty.

## LABOR ECONOMICS AND INCOME SECURITY

Mr. HILDEBRAND, *Chairman*, MESSEY, ADAMS, ARONSON, CLARK, FERGUSON, MACINTYRE, RAIMON, SLAVICK, TOLLES.

**540. LABOR ECONOMICS.** Credit three hours. Fall term. Prerequisite: one course in principles of economics or permission of instructor. Mr. FERGUSON.

A comprehensive treatment of the economic aspects of the employment and the compensation of labor. Labor supply, demand for labor, employment, and wages are studied in both broad and detailed situations. Basic sources of information and recent research contributions are examined in relation to current problems of employer, union, and public policies. Among the topics considered are population and labor force, occupational and industrial patterns in employment, wage determination, theory of wages and employment, the economic influence of unions, and historical trends in wage levels and structures.

**542. DEVELOPMENT OF WAGE THEORY.** Credit three hours. Fall term. Mr. TOLLES.

Intensive consideration of the original texts of leading wage theorists from Adam Smith to J. B. Clark. The logic used by each of the authors is analyzed in the light of the varying problems they perceived, the doctrines each of them advocated, and the consequent relevance of each theory to present-day wage-employment problems.

**543. CONTEMPORARY WAGE THEORY.** Credit three hours. Spring term. Mr. FERGUSON.

Discussion of modern wage and employment theory and the economics of collective bargaining. Theories of wage determination will be analyzed in conditions of perfect and imperfect competition. Discussion of economic, political, and tactical theories of collective bargaining and their interrelationships will be implemented by case studies. The economic effects of the union will be explored with respect to such issues as labor monopoly, the relative influence on wages of unions and market forces, and the contribution of collective bargaining to inflation.

**544. SOCIAL SECURITY AND PROTECTIVE LABOR LEGISLATION.** Credit three hours. Fall term. Mr. SLAVICK.

The fundamental aspects of employee protection and income security. Emphasis will be placed upon state and federal minimum wage and hour laws, health and safety legislation, employee benefit programs, and the social insurances. The underlying causes of the legislation, as well as the legislative history, the administrative problems and procedures, and the social and economic impact of the legislation will be studied. Efforts of unions, employers, and government in the

establishment of labor standards will also be considered.

**641. COMPARATIVE SOCIAL AND LABOR LEGISLATION.** Credit three hours. Spring term. Mr. MACINTYRE or Mr. SLAVICK.

The seminar is designed as a comparative study of social and labor legislation in the United States and foreign countries. The philosophical foundations of such legislation will be considered. Emphasis will be given to the content of laws and their administration and also to the economic and social conditions which promoted the legislation and the effects of the laws on the economy of the nation and the structure of industry. Research reports, lectures, and discussions (with occasional visiting lecturers) on the various types of legislation under discussion.

**644. CURRENT ISSUES IN ECONOMIC SECURITY.** Credit three hours. Fall term. Mr. MACINTYRE or Mr. SLAVICK.

An examination of basic and current issues arising in government, union, and management programs providing protection for income and essential welfare services. Economic and administrative problems and interrelationships of private and public plans will be studied. Attention will also be directed to relevant foreign experience in social security. A seminar with readings of original documents, research reports, discussions, and occasional lectures on the problems covered in the seminar.

**647. SEMINAR IN LABOR ECONOMICS.** Credit three hours. Spring term. Mr. TOLLES.

Preparation, defense, and group discussion of individual papers on selected topics in labor market economics. Each seminar paper, subject to approval of the seminar group, will involve an analysis of some specific problem, policy, theory, or relationship as selected by the individual student. Acceptable topics relate to such areas as wage or employment trends or relationships; wage-cost or wage-price relationships; labor mobility; manpower utilization.

**648. SEMINAR IN LABOR ECONOMICS.** Credit three hours. Fall term. (Also listed in the College of Arts and Sciences as Economics 641.) Mr. HILDEBRAND.

Reading and discussion of selected topics in current labor economics in the fields of theory and policy.

**699. DIRECTED STUDIES.** Credit to be arranged. Fall and spring terms.

For individual research conducted under the direction of a member of the faculty.

## INTERAREA OFFERINGS

**690. SOCIAL STRATIFICATION AND SOCIALISM IN MODERN SOCIETY.** Credit three hours. Open to graduate students and seniors only by permission of instructors. Mr. FRIEDLAND and Mr. NEUFELD.

A research seminar addressed to an unexamined but important dilemma of contemporary sociological and socialist thought. An industrialized society necessarily depends upon division of labor, a key factor in the development of social stratification. This circumstance has resulted in differentiation of economic

compensation, social status, and political and administrative power. Can an industrialized *socialist* society, committed to egalitarian principles, solve this problem? Members of the seminar will examine the answers, implied or stated, in the works of the utopian socialists, early socialists like Saint-Simon and Fourier, Marx, and Engels, and later thinkers like Bernstein, Lenin, and Trotsky. The seminar will also cope with the larger question of whether a socialist society can avoid, through institutional devices as yet unformulated, the non-egalitarian consequences created by increasingly refined division of labor in modern society.

## LIBRARY

BECAUSE of the nature of the subject matter with which the School is concerned, considerable emphasis has been given to the provision of adequate library service to supplement the resident teaching program and to assist the extension and research work of the School.

In addition to the resources of the University and other specialized libraries, the School has assembled a comprehensive book collection of more than 50,000 volumes in the field of industrial and labor relations. It receives regularly periodicals, labor union journals, business and industrial publications, press releases, and labor-management services. Important collections of noncurrent books and documents have been acquired, and additional materials are constantly being added.

Documentary materials provide original sources of data and offer opportunity for laboratory work by the student as well as furnishing resources for research by the School staff. A separate unit in the library is carrying on the work of building up a documentation center which already includes extensive files of published and unpublished documents and records of labor organizations and industrial concerns. Comprised in the collection are collective agreements, supervisors' manuals, employee handbooks, pension plans, arbitration awards, federal and state labor and social security legislation, and legal documents on labor cases.

In order that the student may acquire facility and confidence in research methods and in the use of published material, guidance and reference services are made available to all students on an informal and personal basis. Restrictions in the use of library materials by students have been kept to a minimum, and the aim of the School has been to provide whatever the student may need in connection with his work as quickly as possible without discouraging barriers.

Through the Extension Division, books, pamphlets, and other materials are sent to extension classes throughout the state. Similar material is provided for on-campus conferences and in connection with the School's international program.

Information service by mail to groups and individuals in New York State is a growing function of the library. As a part of this service the library publishes a monthly *Acquisitions List* of recent publications, and loans books and documents to individuals and organizations in New York State. Through the extension of specialized library service beyond the limits of the Cornell campus, it is hoped to contribute to the accomplishment of one of the School's principal aims—the dissemination of authoritative information for the better understanding of the problems in industrial and labor relations.

# UNIVERSITY SUMMER SCHOOL

THE SCHOOL of Industrial and Labor Relations, in conjunction with the Cornell University Summer School, offers credit courses designed primarily to meet the needs of persons in industry, labor, government, and education. Both undergraduate and graduate instruction is available in courses usually of six weeks' duration.

The *Announcement of the Summer School* and application forms for admission will be available in the spring of 1964 from the Office of the Summer School, 117 Day Hall. A student planning to become a candidate for an advanced degree from Cornell University should apply for admission not only to the Office of the Summer School but also to the Dean of the Graduate School.

Dates for the six weeks' Summer School Session in 1964 are July 1 through August 14. Descriptions of Industrial and Labor Relations course offerings will be available in the *Announcement of the Summer School*, together with information concerning registration, tuition, and fees.

## RESEARCH AND PUBLICATIONS

THE RESEARCH and publications activities of the School deal with the preparation of teaching materials and with basic and applied problems in the field of industrial and labor relations. Most members of the teaching faculty are involved in research. The projects cover a wide range of topics, reflecting the diversity of interests and educational backgrounds of the faculty. Graduate students have an opportunity in some instances to work with faculty on projects of mutual interest as research assistants or as degree candidates working on theses. Some examples of major projects under way are:

"Personnel Policies and Problems of Small Business Concerns," a study supported by state and federal funds under the general direction of Professors R. F. Risley and W. J. Wasmuth.

"Case Studies of Human Relations in Industry," under the general direction of Professor W. F. Whyte. There are special fellowships (Ford Foundation funds) available for work in this field.

"Problems of Automation," financed by state and private funds under the general direction of Professors L. P. Adams and L. K. Williams.

Information about these and other projects may be obtained from the professors in charge or from the Office of Research and Publications. Inquiries from prospective graduate students concerning the availability of research assistantships and fellowships should be addressed to the Office of Resident Instruction.

The results of research work are published in professional journals, by com-



mercial and university presses, and by the School through its own facilities. The School publishes two monograph series, *Cornell Studies in Industrial and Labor Relations* and *Cornell International Industrial and Labor Relations Reports*, a bulletin series, a reprint series, and *ILR Research*, a periodical which presents brief reports for the layman on faculty and graduate student research findings.

The School also publishes the *Industrial and Labor Relations Review*, a quarterly professional journal. The journal carries articles, discussions, book reviews, and other items of interest to both laymen and students concerned with a wide range of labor-management problems.

Inquiries concerning the School's publications may be addressed to the Office of Research and Publications. Requests to be placed on the mailing list for the *List of Publications* will be welcomed and should be addressed to the Distribution Center of the School.

## INTERNATIONAL ACTIVITIES

INTERNATIONAL programs of various kinds have been conducted by the School almost from its inception. They are designed to provide technical assistance to overseas institutions, to create a greater sense of understanding of the American system of industrial and labor relations abroad and vice versa, and to train qualified persons from the United States and foreign countries for work as teachers, researchers, and practitioners in industrial and labor relations.

In view of the scope and importance of the School's international work, a Division of International Activities was established in 1961 which operates and coordinates institutional activities abroad. A five-year program in operation since 1959 with financial assistance from the Agency for International Development is designed to assist the University of Chile in establishing a Department of Labor Relations in the Faculty of Economic Sciences. In India, the School has agreed to furnish advisory services to the government's Central Institute for Labor Research with financial support from the Ford Foundation. Consulting and teaching services are being provided to the Institute of Labor Relations at the University of Puerto Rico for a program to train workers' education specialists from Latin American labor organizations.

In addition to these institutional programs, several members of the School's faculty are conducting research on international and comparative labor relations as part of their regular professional work.

Because of the interest which the School holds for visitors from abroad, requests are frequently received to accept groups and individual visitors from foreign universities, business organizations, trade unions, and government agencies for orientation and special programs. Increasingly, these visitors are coming from the less developed parts of the world. A substantial number of graduate students and some undergraduate students from abroad are studying at the School in degree and non-degree programs.

Inquiries concerning the School's international activities should be addressed to the Director of the Division of International Activities.

## EXTENSION

THE EXTENSION Division provides educational services without college credit for labor, management, government, civic, educational, and community groups throughout New York State. Programs conducted to meet the specialized needs of such groups are usually concerned with basic issues and developments in the field of labor relations. They deal with subjects of significant social consequence, including critical issues confronting the political economy of our country, as well as with topics relating to purposes and methods of industrial and labor relations programs and practices.

Extension programs may include topics such as responsibilities of employers, unions, and communities for manpower development and training; the function of education and training programs in dealing with problems of unemployment, of automation, of depressed areas; and human relations and employee relations. Some may emphasize problems of union democracy; labor's public responsibility; and unions and community affairs, foreign affairs, and economic life. Collective bargaining subjects include the nature and structure of collective bargaining; grievance handling; labor arbitration; collective bargaining and management rights; and the impact of the economic climate and of government on collective bargaining. The Extension Division offers programs for industrial and labor relations practitioners in areas such as effective supervision, techniques of training, executive development, labor legislation, and the history, structure, and functioning of labor unions.

Participating in the School's adult education programs are persons of differing backgrounds and needs such as executives and foremen, government administrators and supervisors, union officers and stewards, hospital administrators, engineers, members of professional associations, and social studies teachers. One of the important functions of the School is to help labor and management groups to develop and conduct their own educational programs. The Extension Division also assists in teacher training and in the preparation of instructional materials. Correspondence courses are not offered.

For the conduct of its adult education program the School appoints teachers from Cornell University, from other educational institutions, from business, industry, labor, government, and the professions. Special effort is made to match the teacher's training, experience, teaching methods, and personality with the interests and levels of experience of the students in the group served.

Extension programs are held in communities throughout New York State as well as on the Cornell University campus. They vary in length. Some are made up of eight or ten weekly sessions of about two hours each; others are of several days' duration, a week, or several weeks' duration; some courses may be scheduled for weekly sessions for 20 or 30 weeks.

Many extension programs, teaching materials, and services are provided without cost. A charge is made when unusual expenses for teaching, teaching materials, or rentals are involved. Charges are sometimes made for extensive and

experimental programs or when substantial services are provided for the same organization.

The School has the following district extension offices:

*Ithaca:* Miss Antonia H. Nell, Director, Central District  
New York State School of Industrial and Labor Relations, Cornell University  
Ithaca, New York  
Phone: Ithaca AR 5-3054

*Albany:* William A. Toomey, Jr., Director, Capital District  
Room 1212, 11 North Pearl Street  
Albany 7, New York  
Phone: HObart 5-3518

*Buffalo:* Richard K. Pivetz, Director, Western District  
Room 702, 17 Court Street  
Buffalo 2, New York  
Phone: TL 6-3111, Extension 268

*New York City:* Mrs. Lois S. Gray, Director, Metropolitan District  
Rooms 523-525, 551 Fifth Avenue  
New York 17, New York  
Phone: OXford 7-2247

Persons interested in the extension services of the School should address their inquiries to the nearest District Office or to the Director of Extension, New York State School of Industrial and Labor Relations, Cornell University, Ithaca, New York.

## ON-CAMPUS SPECIAL PROGRAMS

Throughout the year the School conducts noncredit educational programs on the Cornell University campus for practitioners in the field of industrial and labor relations. Conferences, institutes, workshops, and seminars are conducted for periods ranging from one or two days to six weeks. Some programs are developed in consultation with particular groups to meet the needs of such groups; others are offered by the School for general enrollment.

During the past year programs covered a wide range of interests and included a week-long educational conference for the United Steelworkers of America and a workshop of similar length for training specialists throughout the country. Among programs planned for 1963-1964 are:

Labor-Management and the Public Interest  
Educational Conference for Communications Workers of America  
Staff Development Conference—New York State Department of Taxation and Finance  
New York State Executive Leadership Institute  
Managing the Research and Development Activity in Industry

Annually the School offers the Seminar for Executive Development: Human, Economic, and Social Problems of Management. This newly designed seminar provides for a full year's study, combining three two-week periods of study

(spaced at intervals of six months) on the campus with specific at-home study assignments of reading and projects related to job.

Special announcements issued during the year call attention to additional programs for representatives of labor, management, government, and other groups interested in the field of industrial and labor relations. The School offered for the tenth year a series of one-week, noncredit seminars and workshops during the summer of 1963. These were designed for practitioners; consequently, each gave specific emphasis to an operational area of the field. The schedule included:

Mental Health on the Job

Industrial Training Techniques

Personnel Selection and Placement

Employee Communications

Personnel Problems of Scientists and Engineers in Research and Development

Programed Learning and Teaching Machines

Information concerning these and other on-campus special programs may be obtained by writing to the Coordinator of Special Programs, New York State School of Industrial and Labor Relations, Cornell University, Ithaca, New York.

# INDEX OF COURSES

THE NUMBERING system for ILR courses and seminars, using a three-digit number, permits the identification of the level of the course in the department of the School offering the course and supplies a unique designation for each offering. Undergraduate courses are thus numbered in the 100, 200, 300, or 400 series, the first digit indicating freshman, sophomore, junior, or senior level; graduate courses are numbered in the 500 series, and graduate seminars in the 600 series.

Undergraduate students may, with the permission of the instructor, register in graduate courses and seminars. Graduate students may register directly in 500-level courses but may register in graduate seminars only with the permission of the instructor.

COURSE NUMBER	TITLE	PAGE
100	Labor in American Society.....	19
120, 121	Modern Industry and Industrial and Labor Relations.....	22
140	Development of Economic Institutions.....	25
200	Labor Union History.....	20
201	Labor Relations Law and Legislation.....	20
210	Statistics I .....	21
211	Economic and Social Statistics.....	21
220	Human Relations .....	22
241	Economics of Wages and Employment.....	25
250	Survey of Industrial and Labor Relations.....	26
300	Collective Bargaining .....	20
301	Labor Union Administration.....	20
310	Design of Sample Surveys.....	21
311	Statistics II .....	21
320	Concepts and Cases in Human Relations.....	22
321	Personnel Administration .....	22
322	Industrial Safety .....	22
323	Techniques and Theories of Training in Organizations.....	22
324	Communication in Industry and Labor.....	23
340	Economic Security .....	25
341	Protective Labor Legislation.....	25
342	Principles of Insurance.....	25
348	Business Decisions and Public Policy.....	25
400	Collective Bargaining: Issues and Problems.....	20
401	Collective Bargaining Structures.....	20
402	Case Studies in Labor Union History and Administration.....	20
403	Problems in Union Democracy.....	21
408, 409	Development of American Ideals.....	21
410	Techniques of Multivariate Analysis.....	21

## 56 INDUSTRIAL &amp; LABOR RELATIONS

COURSE NUMBER	TITLE	PAGE
420	Group Processes.....	23
421	Public Relations.....	23
422	Industry and Labor in the Industrial Community.....	23
423	Design and Administration of Training Programs.....	23
424	The Social Psychology of Attitudes.....	23
426	Sociology of Labor-Management Relations.....	23
427	Occupations and Professions.....	23
428	Psychology of Industrial Conflict.....	23
440	Labor Force Analysis and Manpower Economics.....	25
441	Wages, Productivity, and Income.....	25
443	Economic Climate of Wage and Employment Decisions.....	26
445	Comparative Economic Systems: Soviet Russia.....	26
447	Seminar in Labor Economics.....	26
448	Economics of Collective Bargaining.....	26
449	Health, Welfare, and Pension Plans.....	26
450	Personnel Administration in Supervision.....	26
499	Directed Studies.....21, 22, 24,	26
500	Collective Bargaining I.....	40
501	Collective Bargaining II.....	40
502	Labor Relations Law and Legislation.....	40
503	Arbitration .....	41
504	Labor Dispute Settlement.....	41
505	Labor Union History and Administration.....	41
506	Readings in Labor Union History.....	41
507	Theories of Labor Movements.....	41
510	Economic and Social Statistics.....	42
520	Organizational Behavior I.....	43
521	Organizational Behavior II.....	43
522	Survey of Human Relations Research and Theory.....	43
523	Personnel Administration .....	43
524	Public Policy and Development of Human Resources.....	44
525	Personnel Selection and Placement.....	44
526	Administration of Compensation.....	44
527	Management and Leadership Development.....	44
528	Case Studies in Personnel Administration.....	44
529	Design and Administration of Training Programs.....	44
530	International and Comparative Labor Problems I.....	46
531	International and Comparative Labor Problems II.....	46
532	Social Problems of Industrialization.....	46
533	Labor Relations in the Western Hemisphere.....	46
540	Labor Economics.....	47
542	Development of Wage Theory.....	47
543	Contemporary Wage Theory.....	47
544	Social Security and Protective Labor Legislation.....	47
561	Introduction to Attitude and Opinion Measurement.....	44
600	Labor Relations Law and Legislation.....	41
601	Collective Bargaining.....	41
602	Problems in Labor Law.....	42

COURSE NUMBER	TITLE	PAGE
603	Governmental Adjustment of Labor Disputes.....	42
604	Theories of Industrial and Labor Relations.....	42
605	Labor Union History and Administration.....	42
610	Economic and Social Statistics.....	42
613	Mathematical Problems in the Social Sciences.....	42
614	Theory of Sampling.....	42
620	Methods of Research.....	45
621	Methods of Human Relations Research.....	45
623	Small Groups.....	45
625, 626	Personnel Administration .....	45
627	Current Issues and Research in Human Resources Development..	45
628	Public Relations and Communications Cases and Problems.....	45
629	Practicum in Applied Research Methods.....	45
630	International and Comparative Labor Problems.....	46
631	Social Problems of Industrialization.....	46
641	Comparative Social and Labor Legislation.....	47
644	Current Issues in Economic Security.....	47
647	Seminar in Labor Economics.....	47
648	Seminar in Labor Economics.....	47
690	Social Stratification and Socialism in Modern Society.....	48
699	Directed Studies .....	42, 43, 45, 46, 47

# GENERAL INDEX

- Administration: labor union, 20, 41; personnel, 22, 43, 45
- Admission requirements: graduate, 32; undergraduate, 7
- Advanced placement and credit: undergraduates, 8
- Announcements, *inside back cover*
- Application procedures, undergraduate, 7
- Assistantships, graduate, 34
- Calendar, academic, *inside front cover*
- Collective bargaining, 19, 40
- Comparative labor problems, 24, 46
- Council of the School, 1
- Course descriptions: graduate, 40, undergraduate, 19
- Curriculum, undergraduate, 16
- Degree requirements: Bachelor of Science, 16; graduate degrees, 35
- Dining arrangements: undergraduates, 15
- Early Decision Plan: undergraduates, 8
- Economics, labor, 25, 46
- Expenses: graduate, 33; undergraduate, 11
- Extension services, 52
- Faculty and staff, 2
- Fees: graduate, 33; undergraduate, 11
- Fellowships and scholarships, graduate, 34
- Financial aid: graduate, 34; undergraduate, 12
- Graduate students: academic programs, 36; admission, 32; course descriptions, 40; degree requirements, 35; financial aid, 34; housing, 33; living costs, 34; major and minor subjects, 37; noncandidates, 31; organization of work, 31; residence requirements, 35; special information, 33; tuition and fees, 33
- Health services: graduate, 33; undergraduate, 11
- History, labor union, 20, 41, 42; of School, 4
- Housing: graduate students, 33; married students, 16; undergraduates, 15
- Human relations, 22, 43, 45
- Human resources, 44, 45
- Income security, 25, 46
- Interarea courses, graduate, 48
- International activities, 51
- Internships, summer, 10
- Interviews, admission: undergraduate, 7; graduate, 33
- Jobs for students, 9
- Key to campus map, 27
- Labor law, 20, 40, 41, 42
- Labor legislation, protective, 25, 47
- Labor economics, 25, 46
- Labor union administration, 20, 41, 42
- Labor union history, 20, 41, 42
- Law, labor, 20, 40, 41, 42
- Library, 49
- Living costs: graduate, 34; undergraduate, 12
- Map of Cornell campus, 28-29
- Medical care: graduate, 33; undergraduate, 11
- Military training, 10
- Noncandidates, 31
- On-campus special programs, 53
- Organizational behavior, 22, 43
- Personnel administration, 22, 43, 44, 45
- Physical education, 16
- Placement, advanced, and credit, 8; jobs, student and alumni, 9
- Professional opportunities, 9
- Program: graduate, 31; undergraduate, 6
- Publications, 50
- Purpose of School, 4
- Requirements for admission: graduate, 32; undergraduates, 7



- Requirements for degrees: Bachelor of Science, 16; graduate, 35
- Research, 50
- Scholarships: graduate, 34; undergraduate, 12
- Security, economic, 25, 47; social, 47
- Special programs, 53
- Special students, 9
- Statistics, 21, 42
- Student union, 11
- Summer School, 50
- Transfer students, 9
- Trustees, iv
- Tuition: graduate, 33; undergraduate, 11
- Undergraduates: admission, 7; advanced placement, 8; application procedures, 7; course descriptions, 19; curriculum, 16; degree requirements, 16; early decision, 8; expenses, 11; financial aid, 12; housing, 15; professional opportunities, 9; work experience, 16
- Visiting lecturers, 6
- Work experience requirement, 16